



UGANDA PRISONS SERVICE

# NEWSLETTER

MONTHLY

MAY 2024

## INTERNATIONAL LABOUR DAY CELEBRATED IN FORT PORTAL CITY



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UPS BOOSTS TEXTILE PRODUCTION



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GOLDEN JUBILEE MEDALISTS



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NATIONAL CENSUS 2024

# WISDOM CORNER



**Can. Dr. Johnson O.R Byabashaija**  
**Commissioner General of Prisons**

"The future belongs to those who believe in the beauty of their dreams."

- **Ellen Johnson Sirleaf (Liberia)**

"Africa's greatest resource is its people."

- **Kwame Nkrumah (Ghana)**

"The greatest glory in living lies not in never falling, but in rising every time we fall."

- **Nelson Mandela (South Africa)**

"We must become the change we wish to see in the world."

- **Samora Machel (Mozambique)**

"The time for African unity is now."

- **Haile Selassie (Ethiopia)**

"Our continent is rich in resources, but we must use them for the benefit of all."

- **Julius Nyerere (Tanzania)**

"The future of Africa is in our hands."

- **Yoweri Kaguta Museveni (Uganda)**

"We must work together to build a brighter future for Africa."

- **Olusegun Obasanjo (Nigeria)**

"Africa's development is in our own hands."

- **Paul Kagame (Rwanda)**



## Chief Editor



**FRANK BAINE MAYANJA**

**SENIOR COMMISSIONER OF PRISONS  
(DEPUTY DIRECTOR - CORPORATE AFFAIRS  
AND PUBLIC RELATIONS OFFICER)**

Welcome to the May 2024 Edition of the Uganda Prisons Service monthly Newsletter. This edition highlights; the International Labour Day celebrations, prevention of violent extremism in UPS, how Prison cotton has boosted the local textile industry, CGP hosts She-Maroons, UPS' commitment to staff welfare, Study tour to Karuma Power Station, how UPS has enhanced staff welfare, Memory lane among others. Enjoy!

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Publication of Uganda Prisons Service

# END OF TOUR OF SERVICE



**Raphael Akabwai Olinga**  
Commissioner of Prisons (Retired)

## SERVICE RECORD:

1. Enlisted into the Service on 4th July 1996 as Cadet Assistant Superintendent of Prisons (CASP) at the Prisons Training School.
2. 1998 – 1999 Deployed to the Prisons Headquarters for duty as CASP
3. 1999 – 2006 Assistant Superintendent of Prisons (ASP), Officer in Charge U.G Prison Nakasongola
4. 2006 Promoted to Superintendent of Prisons (SP) and transferred to U.G Prison Lira Main as Officer in Charge
5. 2009 Promoted to Senior Superintendent of Prisons (SSP), U.G Prison Lira Main
6. 2010 – 2012 SSP, Seconded for United Nations Mission in Liberia (UNMIL)
7. 2012 – 2016 SSP, Transferred to Prisons Headquarters and appointed Head ICT Section.
8. 2016 Promoted to Assistant Commissioner of Prisons (ACP) Head ICT department, Prisons Headquarters.
9. 2017 transferred to head the Product Promotion and Distribution department at Prisons headquarters.
10. 2020 Promoted to Commissioner of Prisons (CP), Product Promotion and Distribution department.
11. 2020 – 2024 CP, transferred to head the Prisons Health Department at Prisons Headquarters.

After 28 years of dedication, Commissioner of Prisons (retired) Raphael Akabwai Olinga ends his tour of service. The Uganda Prisons Service Salutes you and wishes you good health and a happy retirement.



# MONTHLY STATISTICS



## UGANDA PRISONS SERVICE MONTHLY STATISTICS SUMMARY May, 2024

### 1. PRISONERS

#### 1.1. Population Change

Table 1: May, 2024 Average Population of Prisoners

Categories	Apr-24			May-24			% Change
	Males	Females	Total	Males	Females	Total	
Convicts:	38,965	1,816	40,781	38,629	1,774	40,403	-0.9
Remands:	33,901	1,670	35,571	34,753	1,722	36,475	2.5
Debtors:	456	138	594	485	154	639	7.6
<b>Total:</b>	<b>73,322</b>	<b>3,624</b>	<b>76,946</b>	<b>73,867</b>	<b>3,650</b>	<b>77,517</b>	<b>0.7</b>
Percentage (%)	95.3	4.7	100.0	95.3	4.7	100.0	
Approved Capacity			20,996			20,996	0.0
Occupancy Rate (%)			366.5			369.2	

#### 1.2. Percentage composition of remands, convicts and debtors for the month of April, 2024.

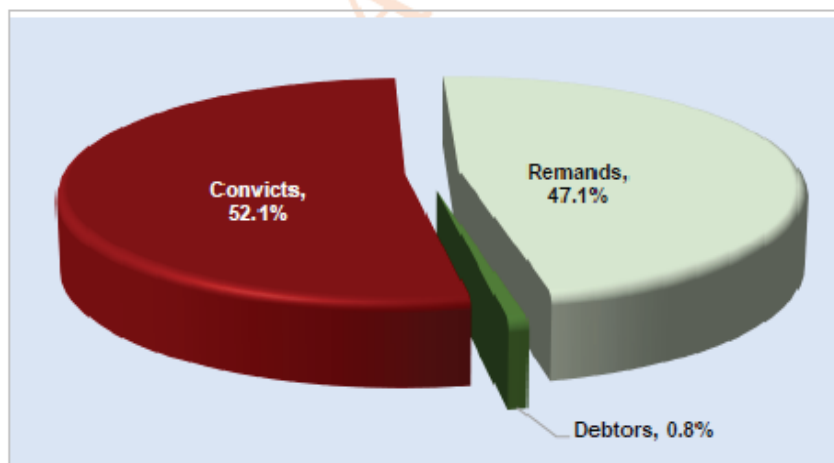


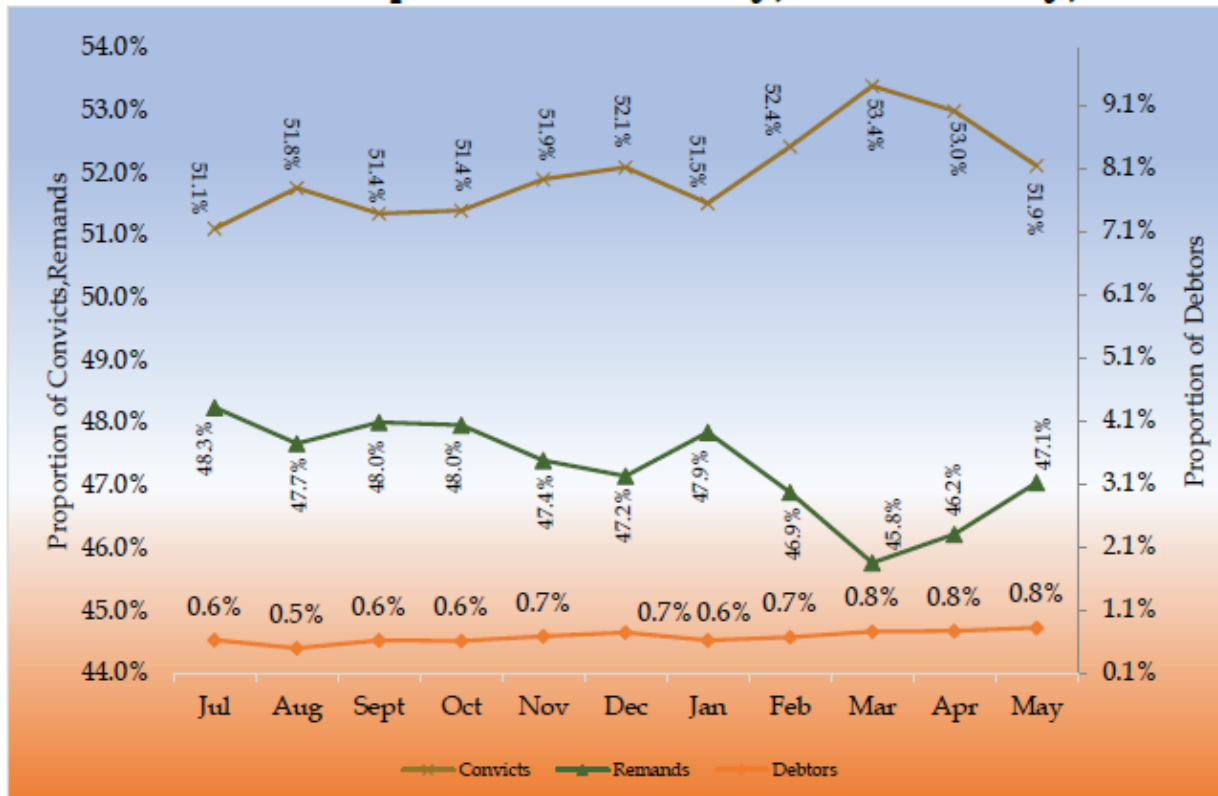
Figure 1: Composition of Prisons population

### 1.3. Monthly Population Trend of Prisoners between July, 2023 and May, 2024.



**Figure 2:** Trend of prisoners' population growth for the period between July, 2023 and May, 2024.

### 1.4. Population Composition Trends for Convicts, Remands, and Debtors for the period between July, 2023 and May, 2024.



**Figure 3:** Monthly composition trends of convicts, remands, and debtors.



## 2. STAFFING POSITION

### 2.1 Staff Strength

Table 2: May, 2024 Staff Strength.

STAFF CATEGORY	GENDER		TOTAL
	Males	Females	
<b>Uniformed</b>	<b>9,645</b>	<b>4,027</b>	<b>13,672</b>
Senior officers	518	116	634
Principal officers	657	167	824
NCOs	8,470	3,744	12,214
<b>Non-Uniformed</b>	<b>265</b>	<b>238</b>	<b>503</b>
Senior officers	107	84	191
Junior officers	158	154	312
<b>GRAND TOTAL</b>	<b>9,910</b>	<b>4,265</b>	<b>14,175</b>
Percentage	69.9	30.1	100.0

### 2.2 Uniformed staff by Rank

Table 3: Uniformed staff by Rank

Rank	Gender		Total
	Male	Female	
CGP	1		1
DCGP	1		1
ACGP	6		6
SCP	3		3
CP	14	5	19
ACP	16	6	22
SSP	41	7	48
SP	98	29	127
SASP	33	8	41
ASP	141	25	166
CASP	164	36	200
PO I	242	61	303
PO II	159	44	203
CPO	256	62	318
Ch/Wdr I	232	59	291
Ch/Wdr II	285	95	380
Ch/Wdr III	523	212	735
Sgt/Wdr	1,210	581	1,791
Cpl/Wdr	2,036	1,025	3,061
L/Cpl	674	318	992
Wdr	3,510	1,454	4,964
<b>Total</b>	<b>9,645</b>	<b>4,027</b>	<b>13,672</b>



# Happy LABOUR DAY

**Happy Labour Day to all the hardworking staff of Uganda Prisons Service and the entire public who make a difference in our society. Today and every day, we salute and celebrate your dedication, perseverance, and contributions to building a better Uganda.**

**May your efforts be rewarded and may you enjoy the fruits of your labour.**

**Can. Dr. J.O.R Byabashaija**  
Commissioner General of Prisons







Friday, 3<sup>rd</sup> May 2024

## PRESS RELEASE

### RE-ATTEMPTED ESCAPE FROM UG. PRISON FARM APAC ON 1<sup>st</sup> MAY 2024

On Wednesday, 1<sup>st</sup> May 2024, at around 1040hrs, six (6) prisoners attempted to escape from the government precincts at UG. Prison Farm Apac, Mid-North region. However, the staff on guard responded quickly and recaptured all the six escapees.

The recaptured prisoners include two convicts and four remand prisoners, who were facing various charges.

Uganda Prisons Service (UPS) commends the staff and community for their vigilance and swift action, which led to the successful recapture of the escapees.

UPS regret the inconveniences caused by sporadic shooting during the incident.

**FRANK BAINE MAYANJA**  
**SENIOR COMMISSIONER OF PRISONS**  
**DEPUTY DIRECTOR CCA / SERVICE SPOKESPERSON**



# INTERNATIONAL LABOUR DAY CELEBRATED IN FORT PORTAL CITY, WESTERN UGANDA



*H.E Yoweri Kaguta Museveni arrives for the celebrations at St. Leos playground in Fort Portal*

**His Excellency the President of the Republic of Uganda, General (Rtd) Yoweri Kaguta Museveni passionately called on leaders to mobilize the population to join the money economy through commercial farming. This call to action was made during the International Labour Day Celebrations at St. Leo's Playground, Central Division in Fort Portal City, where the President emphasized the transformative potential of commercial farming for Uganda's socio-economic development.**

**P**resident Museveni highlighted the success story of Mr. Nyakaana from Tooro as an example of the benefits of intensive farming. Mr. Nyakaana, utilizing only 1.2 acres of land, employs ten permanent workers and five non-permanent workers. His farming enterprise earns him UGX 16 million per month, totaling UGX 180 million annually.

This impressive achievement underscores the potential of small-scale, intensive farming to generate substantial income and employment opportunities. The President elaborated on the broader implications of this model, suggesting that if 20 million out of Uganda's 40 million arable acres were utilized similarly, it would create numerous job opportunities and significantly boost the national economy. He urged leaders to adopt the 4-acre model of farming, focusing on seven key enterprises: coffee, fruits, dairy farming, food crops, poultry, piggery, and fish farming.

By promoting these enterprises, leaders can drive wealth creation and economic transformation across the country.

In addition to advocating for commercial farming, President Museveni addressed the issue of labor exploitation. Responding to concerns raised by Mr. Musa Okello, Chairman General of the National Organisation for the Trade Unions of Uganda (NOTU), the President cautioned employers against the casualization of labor. Mr. Okello had reported that many employers were increasingly employing workers on a casual basis, a practice that poses significant challenges for workers' rights and job security. The President emphasized the importance of fair labor practices, ensuring that workers receive the justice and security they deserve.

The event, held under the theme "Improving access to labour justice: a prerequisite for increased productivity," was graced by an array of dignitaries, including Cabinet and State Ministers, Members of





*H.E the president inspecting the parade composed of UPDF, UPF, UPS and UWA*

Parliament, members of the Diplomatic Corps, and top service leaders. The Uganda Prisons Service was represented by Deputy Commissioner General of Prisons (DCGP) Samuel Akena, who was accompanied by top and senior management, the Regional Prisons Commander for the Western Region, and Officers in Charge of Prisons in the same region.



*Representative of the CDF, Lt. General Sam Okiding, DCDF, former DIGP, Maj. Gen. Tumusime Katsigazi representing the IGP and DCGP Samuel Akena representing the CGP at the event*

Mr. Frank Baine, Senior Commissioner of Prisons (Deputy Director CCA and Service Spokesperson), was the Assistant Master of Ceremony. His eloquence and passion during the event highlighted the importance of labor rights, reminding everyone of the fundamental role that labor plays in national development.

Uganda Prisons Service's contribution to the celebration was further witnessed by their tremendous performance in the joint parade and band alongside the Uganda People's Defence Force (UPDF), Uganda Police Force (UPF), and Uganda Wildlife Authority (UWA). Their display of discipline and coordination exemplified the strength and unity of Uganda's security.



*Patriotism and Nationalism on display in Fort Portal*

A highlight of the day was the awarding of Diamond Jubilee Medals to five distinguished officers of the Uganda Prisons Service. These medals were presented by President Museveni in recognition of the officers' exceptional service and loyalty to the nation. The recipients included:



*The five Diamond Jubilee awards*



**1. Ms. Patricia Nyachwo, Assistant Commissioner (Accounts)** – Honored for her dedication, expertise, and significant impact on the Uganda Public Service. Her contributions have left a lasting legacy in the financial management of the Uganda Prisons Service at all levels while promoting transparency and accountability.



*Patricia Nyancho being decorated with her precious medal*

**2.Mr. Paul Muyanja, Assistant Commissioner (Internal Audit)** – Recognized for his outstanding contributions to internal audit. His commitment to ensuring integrity, transparency, and excellence in governance has been instrumental in upholding the standards of the Uganda Prisons Service.



*Mr. Paul Mayanja receives his diamond jubilee medal*

**3.Mr. Elly Mutegeki Byaruhanga, Retired Senior Pharmacist** – Awarded for his unwavering dedication to healthcare within the Uganda Prisons Service. His efforts have significantly improved the health and well-being of inmates, staff, and the public.



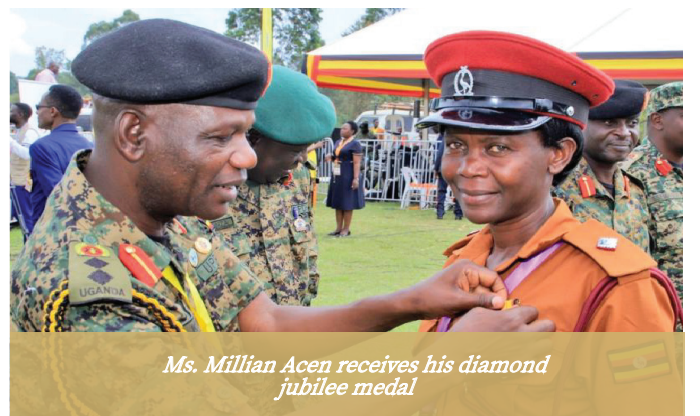
*Mr. Elly Mutegeki Byaruhanga receives his diamond jubilee medal*

**4.Mr. Wilfred Falla Anyaku, Principal Officer I and Expert Driver** – Celebrated for his **35 years of dedicated** service, including 13 years as the driver for the Commissioner General of Prisons. His reliable and safe transportation has been crucial to the operations of the Uganda Prisons Service and the nation at large while performing many state assignments which he accomplished diligently.



*Mr. Wilfred Falla Anyaku receives his diamond jubilee medal*

**5. Ms. Millian Acen, Principal Officer II** – Commended for her 22 years of service and expertise in engineering. Her leadership in the low-cost housing project has transformed staff accommodation nationwide, demonstrating her commitment to improving the living conditions of Uganda Prisons Service staff.



*Ms. Millian Acen receives his diamond jubilee medal*



# LABOUR DAY IN PICTURES



*Leading the way: H.E the president inspects the parade with distinction*



*Celebrating the achievements of the gallant medalist*



*United Excellence: UPS and UPF medalists join in a photo moment with the president*



*Marching forward with pride and quick steps: Parade in motion with goose march*

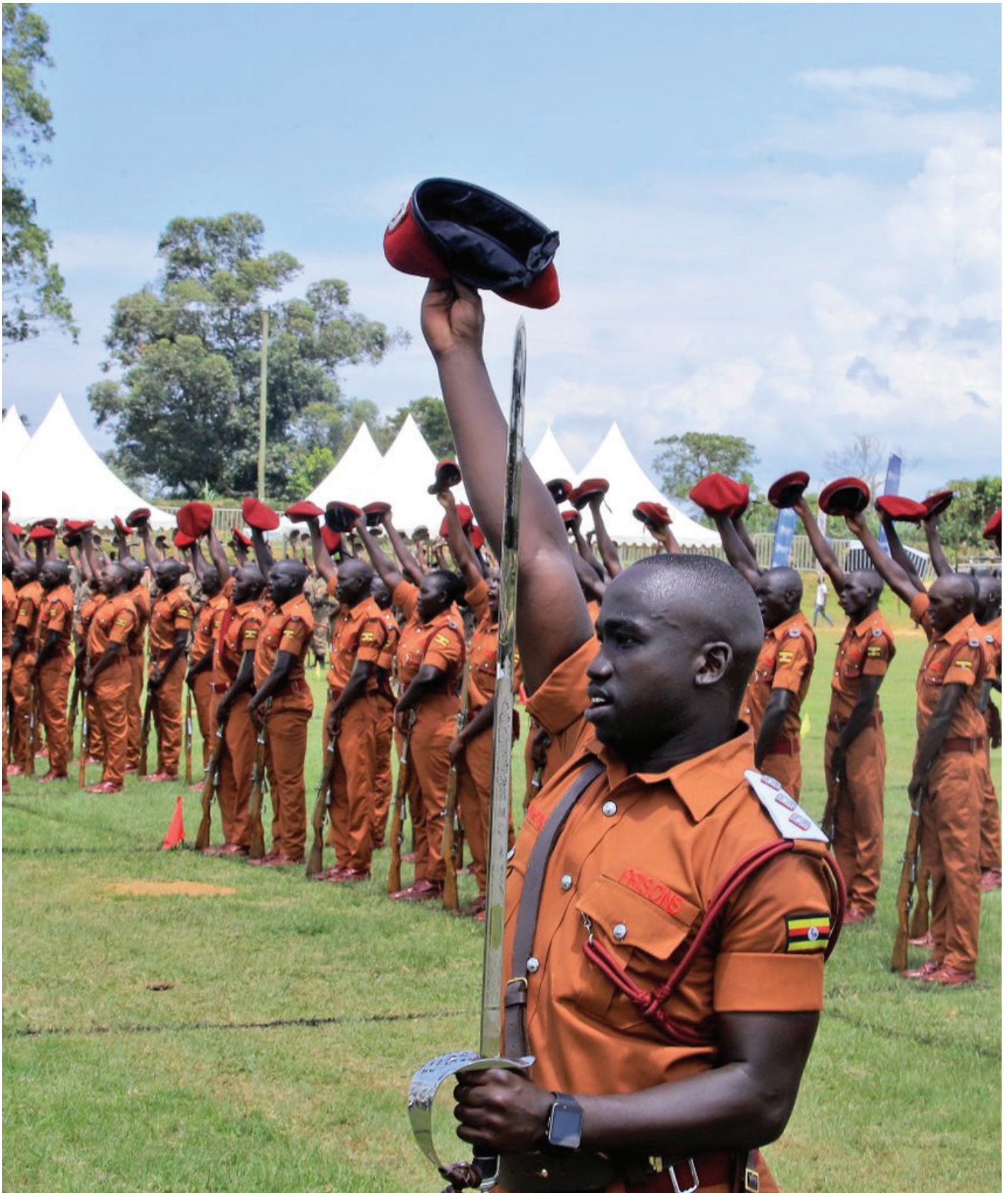


*The president's review: Inspecting the rhythm of the nation*



*Ceremonial Stride: Slow march in progress*





*Service above self: For the love of the  
country and the service*



# PREVENTION OF VIOLENT EXTREMISM AND RADICALISATION IN PRISONS



*Ms. Sharon Nyambe, UNODC, The CGP Can. Dr. Johnson Byabashaija, Head of Office Kampala, CP Ben Simon Wansadha (Safety, Security, Operations), CP Brenda Sana (Commandant PATS), SSP Brian Mbazira (OC, Upper) and the successfully trained trainers in a group photo after completion of the training*

**Uganda Prisons Service (UPS), in collaboration with the United Nations Office of Drugs and Crime (UNODC) and the European Union (EU), has successfully concluded a Training of Trainers (TOT) course aimed at enhancing the management of Violent Extremist Prisoners (VEPs) and preventing radicalisation within the prison system.**

**T**he closing ceremony, held at the Imperial Royale Hotel in Kampala, was presided over by Commissioner General of Prisons, Canon Dr. Johnson Byabashaija. Over a five-day period, 36 prison officers were trained in methods to counter violent extremism, gaining valuable skills and knowledge to be disseminated across prison stations nationwide.

In his address, Dr. Byabashaija congratulated the officers on their successful completion of the course, emphasizing the significance of the training. "I have no doubt that the skills and knowledge acquired will be beneficial to you and other Prisons Staff yet to be trained," he stated. He also extended his gratitude to the UNODC and the EU for their crucial support in this initiative. "UPS is proud of this course, and we are determined to provide more capacity-building opportunities for our staff for growth and development."

Ms. Sharon Nyambe, the UNODC Head of Office in Kampala, provided insights into the

background of the training and highlighted the ongoing partnership between UNODC and UPS. She emphasized the importance of sustained efforts in countering violent extremism and the positive impact such collaborations can have on prison management and security.

Commissioner of Prisons (Safety and Security Operations), Mr. Simon Wansadha, outlined future plans for further training. He confirmed that the initial 36 trained officers would lead the training of over 400 additional staff members. "Gate keepers, receptionists, clerks, station orderlies, incharge Bomas, and other sensitive officers will be targeted as part of the PCVE in all Prisons Units," Wansadha noted. He also mentioned that developments concerning the management of violent extremist prisoners would involve collaboration with other security agencies.

Ms. Brenda Sana, Commissioner of Prisons (Commandant of the Prisons Academy and Training School), echoed these sentiments, highlighting the

ongoing commitment to improving prison management and ensuring the safety and security of all Ugandans through professional and well-trained prison staff.



*CGP awards a TOT certificate to CASP Mariam Akao of PATS*



*PO 1 Emmanuel Ochom receives his certificate from the CGP*



# ENHANCING PRISON STANDARDS, STAFF WELFARE, AND INMATE REHABILITATION



*Smartness and hygiene applauded: CGP motivates Ntungamo prisons inmates*

**The Commissioner General of Prisons (CGP), Canon Dr. Johnson Byabashaija, conducted a two-day working tour of the South Western Region, focusing on facility inspections, staff welfare, and the introduction of new human resource standards within the Uganda Prisons Service (UPS).**

## **Day 1: UG. Prison Isingiro**

Dr. Byabashaija began his tour at UG. Prison Isingiro, where he inspected various facilities, including a prisoners' ward under construction, which is expected to help alleviate overcrowding. He explored possibilities for further expansion to accommodate more inmates and improve living conditions.

During a meeting with the staff, Dr. Byabashaija discussed the newly introduced human resource standards within the UPS. He highlighted the introduction of new capacity-building courses aimed at enhancing the skills and career growth of both senior and junior officers. These courses are designed to prepare staff for higher responsibilities and ensure they are equipped to handle the evolving demands of prison management.

The CGP also addressed the issue of salary increments, assuring staff that efforts are being

made to secure better compensation packages. He emphasized the importance of maintaining a safe, secure, and humane environment for offenders, aligning with UPS's commitment to modern standards of correctional management.

Additionally, Dr. Byabashaija spoke on the importance of staff health, urging them to prioritize regular medical check-ups and to make use of the health services available to them. He encouraged staff to remain patriotic and dedicated to their roles, reinforcing the importance of their work in the overall success of the service.

In line with environmental conservation, Dr. Byabashaija led a tree-planting exercise at Isingiro Prison. The prison has already planted over 600 trees of various species, contributing to a greener and more sustainable environment.





*CGP is welcomed at Isingiro Prison by the O.C*

## Day 2: UG. Prison Ntungamo

On the second day, Dr. Byabashaija visited the newly constructed UG. Prison Ntungamo, where he continued his focus on enhancing the standards of prison management. He inspected the new staff accommodation, prisoners' wards, womens' section, and security features to ensure they meet the UPS's standards for safe, secure, and humane custody.

In his meeting with the Ntungamo Prison staff, Dr. Byabashaija discussed the same key points, including the new human resource standards, the importance of career development through the newly introduced courses, and the ongoing efforts to secure salary increments. He emphasized that these initiatives are part of a broader strategy to improve the overall working conditions and career satisfaction of UPS staff.

Dr. Byabashaija also reiterated the importance of health and wellness, advising staff to take advantage of the medical services provided by the UPS. He encouraged them to stay committed to their duties, recognizing their essential role in maintaining the integrity and effectiveness of the service.



*Rooting for a greener future: CGP Can. Dr. Johnson Byabashaija plants trees for environmental conservation*

## Address to Inmates

In addition to addressing the staff, Dr. Byabashaija took the opportunity to speak directly to the inmates at Ntungamo Prison. He urged them to make the most of the rehabilitation programs available, to transform their lives, and to prepare for reintegration into society as law-abiding and productive citizens.

## Meeting with Officers In-Charge

Dr. Byabashaija met with the Officers In-Charge (OCs) of various prisons in the South Western Region, along with their deputies. This meeting focused on discussing the new human resource standards, strategies for enhancing the effectiveness of the UPS, and best practices for prison management. He emphasized the importance of adhering to administrative instructions, preventing escapes, and ensuring the welfare and security of both staff and inmates.



*CGP on a guided tour around the prison*



*Inspection of the newly erected wire mesh fence*



# NEW NTUNGAMO PRISON IN PICTURES



*More than just a prison: A panoramic view of the complex from a far.*



*Modern staff accommodation quarters for junior officers*



*One of the senior officer's residence at the facility*



*A place to reform: Putting prisoners' accommodation at the fore front of correctional needs*



*Prisoners' ward*



# PRISONS COTTON BOOSTS LOCAL TEXTILE INDUSTRY



*The CGP inspecting quality cotton wools at NYTIL in Jinja City, along side top managers and service officers from the factory and UPS respectively*

The Commissioner General of Prisons, Can. Dr. Johnson Byabashaija, on 29th May 2024 visited the Nyanza Textile Industries Limited (NYTIL) in Jinja City. This is in a bid to revitalize local manufacturing and support the Buy Uganda Build Uganda (BUBU) initiative. He was accompanied by Mr. Frank Baine, Senior Commissioner of Prisons (Deputy Director CCA/Service Spokesperson), and Mr. Elly Tumuramy, Commissioner of Prisons (Logistics Management).

**D**uring the tour, Dr. Byabashaija was visibly impressed by the state-of-the-art machinery and production capacity and quality of NYTIL. The partnership between Uganda Prisons Service and NYTIL is a shining example of local collaboration driving economic growth.

The Prisons Service produces cotton, which serves as the primary raw material for NYTIL's operations. In turn, NYTIL manufactures high-quality staff and prisoners uniform materials used in the prison industries.

Dr. Byabashaija highlighted the significance of supporting local industries like NYTIL, which has stimulated growth in the textile sector and

contributed to Uganda's broader socio-economic development. He commended NYTIL for producing excellent materials and announced plans for Uganda Prisons Service to procure more materials and leather products in the near future.

NYTIL's management expressed gratitude for the Uganda Prisons Service's commitment to the partnership, which has enabled the company to increase production and meet growing demand.

They particularly appreciated the high quality cotton supplied by UPS, which forms a significant portion of their raw materials. The partnership with NYTIL exemplifies the spirit of BUBU and demonstrates a commitment to promoting homegrown solutions for Uganda's textile needs.



# PICTORIAL



*Buy Uganda Build Uganda (BUBU) fulfilled*



*The visiting UPS team being welcomed to the facility*



*Benchmarking cutting edge machinery used in textile production*



*UPS acting on the presidential directive aimed at promoting and supporting local manufacturing industries in Uganda*



*CGP's eye for detail: Ensuring NYTIL's leather products meets the highest standards*



# CGP HOSTS SHE MAROONS FC, COMMENDS TEAM ON SUCCESSFUL JOURNEY



*CGP in a group photo with the mighty She-Maroons after the meeting*

**The Commissioner General of Prisons, Dr. Canon Johnson Byabashaija, hosted a special meeting with the She Maroons Football Club at Uganda Prisons Headquarters in Kampala. The gathering was organized to congratulate the team on their successful return to the FUFA Women's Super League (FUFA WSL) and their impressive achievement of finishing in 6th position in their debut campaign at the top tier.**

**A**s the patron of Maroons Football Clubs, Dr. Byabashaija praised the team for representing the Uganda Prisons Service with distinction and bringing pride to the organization. He encouraged the players to maintain discipline and continue their association with Uganda Prisons even after they retire from active football, emphasizing that the service always has opportunities for sportsmen who uphold a good record.

Dr. Byabashaija also expressed gratitude to the technical team, led by Head Coach Simon Peter Ochuka, for their dedication and perseverance despite various challenges. He assured the team of

continued support from Uganda Prisons Service to further enhance their competitiveness in future league seasons.

The meeting was attended by the players, technical staff, and top leadership of Uganda Prisons Service. She Maroons FC has been making significant strides in the FUFA WSL, and their successful season is a testament to their hard work and consistency. With ongoing support from Uganda Prisons, She Maroons FC is expected to continue advancing in the world of women's football in Uganda.



# UPS COMMEMORATES UGANDA MARTYRS PATRON SAINTS DAY AT NAMUGONGO



*DCGP Samuel Akena and ACGP Milton Tiyo laying the portraits of the pilgrims on the altar*

**The Uganda Prisons Service (UPS) joined the nation in commemorating the Uganda Martyrs Patron Saints Day at the Namugongo Catholic Martyrs Shrine, marking a significant moment of reverence and reflection. This annual event honors the martyrdom of 45 Christian converts who were executed by Kabaka Mwanga II in 1886, celebrating their unwavering faith and courage.**

**L**ed by the Deputy Commissioner General of Prisons, Mr. Samuel Akena, as the Chief Pilgrim, the UPS delegation included senior officers such as Mr. Milton Tiyo, Assistant Commissioner General of Prisons (Director of Correctional Services); Mr. James Emotu, Commissioner of Prisons (Research, Planning, and Development); Mr. Jacob Kivumbi, Commissioner of Prisons (Custodial Services); and Mr. Iwanve Robert, Superintendent of Prisons (Officer in Charge of Religious Affairs at Prisons Headquarters). The procession was further bolstered by the presence of other Prisons Officers from the Prisons Headquarters, Prisons Band, and Kampala Extra Region, who actively participated in the day's celebrations.

The event commenced with a solemn holy mass led by the clergy, followed by a moving procession and a wreath-laying ceremony at the martyrs' shrine. As the Chief Pilgrim, DCGP Samuel

Akena, and the Chairperson of the Organizing Committee, ACGP Milton Tiyo, led the procession into the Namugongo Catholic Martyrs Shrine, the atmosphere was one of deep spiritual significance. The congregation welcomed the pilgrims with joy and reverence, setting a tone of solemn reflection.



*Their memory lives on: UPS honors the ultimate sacrifice of the martyrs*





*DCGP Samuel Akena gives his speech*

In his address, Mr. Akena expressed heartfelt gratitude to the Catholic Church for inviting the Uganda Prisons Service to honor the lives of the saints. "We gather to honor the saints who inspired us with their faith, courage, and selflessness," he said.

He also emphasized the importance of redemption and second chances, drawing parallels to the transformative power of faith witnessed in the lives of prisoners. "We are all pilgrims on a journey towards redemption and salvation, in need of forgiveness, mercy, and second chances. The saints' intercession gives us strength and courage to persevere," he added. Mr. Milton Tiyo, Assistant Commissioner General of Prisons, also spoke at the event, thanking the congregation for their participation and underscoring the role of faith in the lives of uniformed staff. He highlighted their commitment to upholding moral values, particularly in the fight against corruption, which he described as a "cancer" that must be eradicated.

Tiyo urged the congregation to embrace integrity, transparency, and accountability, working together to promote a just and moral society free from corruption.

The annual celebration, held every May 28th, not only honors the courage of the Martyrs but also serves as a reminder of the enduring power of faith and unity.



*The UPS Band led the march to Namugongo with glorious rhythms*



# STRATEGIC DIRECTION OF UGANDA PRISONS SERVICE



*CGP Can. Dr. Johnson Byabashaija, CP Brenda Sana, CP Stella Nabunya, SP. Papus Muhurizi  
in a group photo with the course participants*

**The Commissioner General of Prisons, Can. Dr. Johnson Byabashaija, emphasized the importance of aligning the Uganda Prisons Service (UPS) with the country's national development goals.**

**S**peaking to participants of the 2nd intake of Prisons Intermediate Command and Staff Course at PATS, Luzira, Dr. Byabashaija outlined the strategic direction of UPS, highlighting five key objectives that will guide the service's mission to create a safe and transformative environment for prisoners.

The five strategic objectives, which align with the National Development Plan IV and Vision 2040, are:

1. Provide safe, secure, and humane custodial services for the transformation of prisoners.
2. Provide rehabilitation and reintegration services for the transformation of offenders.
3. Promote access to justice.
4. Enhance prisoners' production and productivity while facilitating the delivery of correctional services.
5. Strengthen governance, institutional capacity, and accountability.

Dr. Byabashaija emphasized that these objectives will serve as a roadmap for UPS, guiding decision-making, leadership, collaboration, professional development, and advocacy. By understanding these objectives, senior prisons officers can ensure their daily actions contribute to the UPS mission and the country's national development goals.

The alignment of UPS's strategic direction with the National Development Plan IV demonstrates the service's commitment to playing a critical role in achieving Uganda's vision of a transformed and prosperous society by 2040.

The participants of the Prisons Intermediate Command and Staff Course welcomed the lecture, citing it as a significant learning experience that will inform their leadership and decision-making roles in the UPS.





*CGP during the lecture with the course participants at PATS-Luzira*



### Objective 1: Safe, secure and humane custodial services for transformation of prisoners

- a) Congestion/Occupancy levels reduced from 342.1% to 276.2%
- b) Coverage of safe water sources increased from 62.5% (162/259 stations) to 81.9% (212/259 stations)
- c) Escape rate among prisoners reduced from 5.9/1,000 to 3.0/1,000 held offenders
- d) Prisons with access to health care services increased from 98% to 100%
- e) Mortality rate reduced from 4.3/1,000 to 0.5/1,000 held offenders
- f) Proportion of staff housed increased from 31.87% to 37%
- g) Proportion of prisoners aware of their human rights from time to time increased to 100%

### Objective 2: Rehabilitation and reintegration of offenders

- a) Recidivism rate among offenders reduced from 15.6% to 13.2%

### Objective 3: Promote access to Justice

- a) Length of stay on remand (months) reduced from 18.3 months to 13.0 months for capital offenders and from 3.8 months to 2.0 months for petty offenders
- b) Proportion of the remand prisoner population reduced from 48.6% to 42.5%
- c) 100% appeals of convicted prisoners lodged and heard

### Objective 4: Enhance prisons production and productivity

- a) Prisons farms contribution to the national cotton production per year increased from 0.7% to 10.5%
- b) Prisons farms contribution to the national maize seed production per year increased from 0.36% to 18%
- c) Prisons farms contribution towards prisoners feeding requirements increased from 38% to 100%
- d) Shs.292.58bn generated in Non Tax Revenue

### Objective 5: Governance, institutional capacity and accountability

- a) Improved public perception of UPS services
- b) Enhanced capability of staff – (Competent, motivated, professional, efficient and effective correctional staff)
- c) Up to date and conducive policy, legal and regulatory framework in place
- d) Coverage of the approved structure increased from 22.4% to 31.9%

- e) Staff attrition reduced from 284 staff to 200 staff per year.

### Investment Priorities in UPS

#### 1. Prisons Farm production

- a) Cotton production – to support textile industry and associated employment (6 job levels)
- b) Seed production and processing – reduce adulterated seed on market
- c) Commercial maize – for food self-sufficiency (staff and prisoners)
- d) Livestock – emphasis on beef & feeds making technologies
- e) Irrigation and agriculture infrastructure – small scale irrigation schemes to reduce drought effects

#### 2. Prisons Industries – Revival of Prisons Industries to avail furniture for all MDA, Schools and LGs

#### 3. Prisons infrastructure improvement:

- a) Expansion of prisoners' accommodation:
- b) Expansion of Health infrastructure:

#### 4. Survival and welfare of prisons staff

- a) Staff accommodation – Construct 2,000 housing units
- b) Prison health care services
- c) Staff food security – at workplace
- d) Spouses' income generating activities
- e) Retirement housing scheme

#### 5. ICT infrastructure, policies and systems:

- a) Installation of CCTV Systems
- b) Operationalization of the HRMIS and PMIS
- c) Overhaul of the prisons communication system
- d) Software development for different sub-systems; HRMIS, PMIS, Health, Security Gate, Fleet, Assets Inventory, Stores and Production Management

#### 6. Development of Corrections policy, rehabilitation model, formal education, informal education, vocational skills training – skilled and cultured people.

#### 7. Access to justice – Production of prisoners to courts

#### 8. Expansion/ renovation of prisons infrastructure.

# DISCIPLINE AS A CORE VALUE OF UPS



*DCGP shares a light moment with  
the commandant PATS and other senior officers at PATS*

**Mr. Samuel Akena, Deputy Commissioner General of Prisons, emphasized the importance of discipline to senior officers of Uganda Prisons during a recent address to the 2nd intake of the Prisons Intermediate Command and Staff Course.**

**D**rawing from his 36 years of experience in the service, Mr. Akena defined discipline as obedience to superiors and considerate behavior towards juniors, noting its crucial role in correcting various aspects of an individual's life, including social, financial, cultural, political, and economic spheres.

Mr. Akena stressed that discipline, sacrifice, and hard work are key principles of success. He cautioned against financial indiscipline, such as the misallocation, misuse, and under-declaration of resources. Reminding the officers of their primary responsibility, he highlighted the importance of ensuring the safe custody of inmates.

The DCGP highlighted the importance of customer care, financial credibility, effective communication, accountability, integrity, smartness, and good conduct. He warned that disciplinary actions would be taken against officers who breach these principles. Mr. Akena urged officers to demonstrate consciousness, fairness, promptness,

and avoid conflicts of interest when addressing prisoners' issues.

Focusing on both personal and professional development, Mr. Akena asserted that disciplined growth is fundamental for officers to thrive. Looking ahead, he outlined Uganda Prisons' strategies to strengthen procedures, build capacity through training, improve staff welfare, provide guidance and counseling, ensure transparency, and adopt a holistic approach to addressing workplace issues. He concluded the lecture with a call to action: "Command yourself first before you can command others."

The lecture served as a timely reminder for senior officers to uphold the highest standards of discipline and professionalism, ensuring the integrity and effectiveness of Uganda Prisons. Built on a foundation of seven core values, Uganda Prisons regards discipline as a paramount principle, alongside professionalism, reliability, integrity, security, oneness, and nationalism to maintain a culture of excellence.





*DCGP Samuel Akena delivers his lecture*

# UPS'S COMMITMENT TO STAFF WELFARE: STRATEGIC INITIATIVES AND NATIONAL ALIGNMENT FOR ENHANCED LIVING CONDITIONS



*ACGP Bosco Tumwebaze in a group photo with  
the course participants*

**Uganda Prisons Service (UPS) has reaffirmed its commitment to enhancing the welfare of its staff, with a range of strategic initiatives aimed at improving living conditions and boosting household incomes.**

**M**r. John Bosco Tumwebaze, Assistant Commissioner General of Prisons (Director of Administration), highlighted these initiatives during a lecture on general staff welfare to the 2nd intake of the Prisons Intermediate Command and Staff Course at the Prisons Training School (PATS) in Luzira.

Tumwebaze emphasized that UPS has implemented various programs to support staff welfare, including the impactful Duty-Free shop, Prisons SACCO, and small income-generating projects in partnership with government programs such as NAADS, Emyooga Program, PDM, Youth Livelihood Fund, and Women Entrepreneurship Fund.

Additionally, UPS has prioritized staff accommodation, recognizing the importance of decent housing for its personnel. The UPS's staff welfare initiatives align with the National Goal on

the Welfare of Staff, as outlined in the National Development Plan III (NPD III). Objective 1 of NPD III focuses on strengthening the capacity of security agencies to address emerging security threats, with a specific intervention to "Enhance the welfare and housing of security sector personnel." This makes staff welfare a critical issue, and UPS has played a key role in implementing this national goal.

Furthermore, the NRM Manifesto 2021-2026 prioritizes the continued improvement of welfare for armed forces, including UPS staff. To support this goal, UPS has introduced Personal Development Plans (PDP) to empower staff to take charge of their careers and personal growth.

By prioritizing staff welfare, UPS aims to boost morale, productivity, and overall well-being, ultimately enhancing its capacity to deliver effective services to the nation.



# A JOURNEY OF SOCIO-ECONOMIC TRANSFORMATION AND CONTRIBUTION TO NATIONAL DEVELOPMENT



*ACGP Robert Munanura in a group photo with the course participants*

**In a lecture to the 2nd intake of the Prison Intermediate Command and Staff Course at the Prisons Advanced Training School (PATS) in Luzira, Mr. Robert Munanura, Assistant Commissioner General of Prisons (Director of Production and Engineering), delivered a comprehensive overview of the Uganda Prisons Service (UPS) journey since its inception in 1896. He emphasized the significant contributions of UPS to the national socio-economic transformation of Uganda, highlighting the milestones and challenges faced by the institution over the years.**

**M**r. Munanura began with a historical retrospective, tracing the evolution of UPS from the pre-colonial era to Uganda's independence in 1962. He highlighted the transformative period under the first black Commissioner General of Prisons, who established welfare and rehabilitation sections within the institution between 1964 and 1961. However, he also noted the tumultuous period of civil unrest in 1979, which resulted in the destruction of major prison facilities across the country.

Despite these adversities, UPS remained resilient and shifted its focus to prioritize security until the enactment of the Prisons Act in 2006. This legislation marked a strategic shift, placing rehabilitation at the forefront of UPS's activities while entrenching offenders' rights and aligning with constitutional principles.

Mr. Munanura underscored UPS's pivotal role in social-economic transformation, particularly through the rehabilitation of offenders. He detailed a range of rehabilitation programs, including agricultural and industrial training, formal education, and skills acquisition initiatives. These efforts have equipped inmates with valuable skills, facilitated their successful reintegration into society upon release, and contributed to the reduction of crime rates.

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# ENHANCING CAREER GROWTH AND DEVELOPMENT IN UPS



*ACGP Hillary Bisanga delivers his lecture on career development in UPS*

**Mr. Hillary Bisanga, Assistant Commissioner General of Prisons (Director Human Resource Management) conducted a lecture on career growth and development in Uganda Prisons Service to the 2nd intake of the Prisons Intermediate Command and Staff Course at PATS, Luzira.**

**D**uring the lecture, Mr. Bisanga highlighted key aspects of career development and growth within the UPS. He started by explaining the staff structure of the UPS and the existing opportunities within the structure, emphasizing the importance of understanding the organizational hierarchy and available career paths.

Mr. Bisanga also discussed the various training opportunities available to UPS staff, including professional development programs aimed at enhancing staff skills and knowledge. He emphasized the Service's commitment to a professional approach in developing staff, ensuring they are equipped to excel in their roles.

The lecture also focused on strategies for a successful career, including setting goals, building relationships, and continuous learning. Bisanga

cautioned against common mistakes to avoid in pursuit of career growth, such as complacency and lack of adaptability.

Finally, he outlined the institutional commitments for career development and growth, including mentorship programs, performance management, and talent development initiatives. The lecture aimed to equip participants with the knowledge and skills necessary to navigate their careers effectively and contribute to the UPS's mission and vision.

The Prisons Intermediate Command and Staff Course is designed to enhance the leadership and management skills of UPS officers, preparing them for senior roles within the Service.



# STUDY TOUR TO KARUMA HYDROELECTRIC POWER STATION: BROADENING HORIZONS OF PRISONS INTERMEDIATE COMMAND AND STAFF COURSE



*Generating Progress: The course participants explore best practices at Karuma hydro electric plant. A bench mark to spark innovation and improvement.*

The group was impressed by the cutting-edge technology and infrastructure at the facility, including the imposing concrete dam, the sprawling power house, and the intricate network of transmission lines. They also learned about the station's environmental sustainability initiatives, such as the fish ladder and the afforestation programs.

The 2nd intake of the Intermediate Command and Staff Course embarked on a study tour to the Karuma Hydroelectric Power Station, a monumental hub of Uganda's energy production. This excursion aimed to broaden the participants' understanding of the country's power infrastructure and its significance in driving economic growth. Located in Kiryandongo District, the Karuma Hydroelectric Power Station is a 600MW power plant that harnesses the mighty Nile River's energy. The facility, commissioned in 2018, has augmented Uganda's power generation capacity, bolstering economic development and industrial growth.

During the tour, the participants were treated to a comprehensive briefing on the power station's operations, maintenance, and security measures. They gained insight into the intricate processes involved in generating electricity, from water intake to power transmission.

The study tour provided a unique opportunity for the participants to appreciate the critical role of energy security in national development. They recognized the significance of the Karuma Hydroelectric Power Station in powering industries, homes, and businesses, driving economic growth and improving the quality of life for Ugandans. As they continue their training, they will undoubtedly draw upon the knowledge and insights gained during this enriching study tour.



*Enroute to Karuma Hydro Electric Power Station in Kiryandongo District*

# ADMINISTRATIVE INSTRUCTIONS ON NATIONAL POPULATION AND HOUSING CENSUS (NPHC) 2024



*UPS trained enumerators conducting the Census at  
Luzira Womens' Prison*

The Commissioner General of Prisons Can. Dr. Johnson Byabashaija issued administrative instructions regarding the National Population and Housing Census (NPHC) 2024. These instructions outline the procedures for conducting the census in prisons, ensuring the safe custody of inmates and security of staff while participating in this national exercise.

## **In consideration of the:**

1. National Population and Housing Census (NPHC) 2024 to be conducted by the Uganda Bureau of Statistics countrywide,
2. Use of Tablet Phones and Internet within a prison,
3. Census night on Thursday 9th May 2024,
4. Census Holiday on Friday 10th May 2024,
5. Ten (10) enumeration days from 10th May 2024 to 19th May 2024,
6. My guidelines for the control of the spread of red eyes and Covid-19 diseases within prisons units/stations.

This is to provide you with the Standard Operating Procedures (SOPs) to streamline the Census 2024 activities in all prisons stations while ensuring the safe custody of inmates and security of staff as follows:

## **1. Enumeration of Prison Population (inmates and babies)**

- a. All prison population shall be enumerated on Friday 10th May 2024.
- b. All enumerators must be prisons officers donned in full working uniform.
- c. The officer in charge shall prepare a full list of inmates by ward at lockup of Census night (template to be provided).
- d. The officer in charge shall present the list to the prison enumerator responsible for a particular ward.
- e. A Census lock-up of all inmates shall be enforced in their respective wards and the enumerator shall thereafter read out each inmate by name to verify his/her details on the list and let out of the ward.
- f. This procedure shall continue until the last inmate of the last ward is verified.



- g. The verified list shall then be signed by the prison/ward enumerator, verified/countersigned by the Officer in charge with office stamp, and confirmed by the census supervisor.
- h. The enumerator shall then be accorded a conducive place/room for data entry into the Census 2024 Tablet Phone/CAPI under supervision.
- i. The census supervisor shall then verify data captured in the CAPI/Tablet and authorize synchronization/online submission of data to central server.
- j. The hard copy lists shall thereafter be submitted to my office for further management.

## **2. Enumeration of Barracks Population (staff and their families)**

- a. All barracks population shall be enumerated as soon as the enumeration of prison population is completed.
- b. All enumerators must be prisons officers donned in full working uniform.
- c. For Prisons Complexes e.g. Luzira, Kirinya and Kitalya, the barracks leadership may be involved to schedule enumeration dates for specific barracks quarters without interrupting the normal operations of the stations.

## **3. Prison administration and security during enumeration**

- a. All movements of inmates and staff, except in emergency situations, are strictly prohibited for 3 days from 0000 hours on Friday 10th May 2024 to 2359 hours on Sunday 12th May 2024. Normal operations shall resume on Monday 13th May 2024.
- b. The officer in charge and/or census supervisor shall hold a staff parade on Friday 10th May 2024 to emphasize cooperation between staff, inmates and census enumerators.
- c. The Officer in charge MUST implement all necessary measures to maintain the safety and security of inmates, staff and their families during enumeration days.
- d. The Officer in charge shall ensure that all health measures operational in Prisons are observed to prevent the spread of red eyes disease in the station.
- e. The RPCs shall enforce these procedures to ensure maximum security within their areas of command. Authority to permit any unidentified person purporting to be a census enumerator/supervisor will be given only by the Commissioner General of Prisons on request.

# UGANDA PRISONS SERVICE SUCCESSFULLY CONDUCTS NATIONAL POPULATION AND HOUSING CENSUS



*Inmates counted at Upper prisons Luzira*

On May 10th, 2024, Mr. Frank Baine, Senior Commissioner of Prisons (Deputy Director CCA/Service Spokesperson), presided over the commencement of the national population and housing census in Uganda Prisons Service. The 10-day exercise aimed to count over 70,000 inmates accommodated in 269 prison units, grouped in 19 regions, as well as over 14,000 staff and their families.

A total of 397 enumerators and 125 supervisors, all uniformed prison officers, conducted the exercise. They were nominated by the Commissioner General of Prisons, trained, and equipped by the Uganda Bureau of Statistics (UBOS). These enumerators utilized virtual technology to collect data efficiently and accurately.

Mr. Frank Baine, while giving his final briefs to the enumerators and supervisors at Luzira Hill, urged them to exhibit the highest level of professionalism and ensure a successful exercise. He emphasized the importance of accurate data collection, which would inform policy decisions, development plans, and resource allocation.

The census was a crucial exercise that provided vital information for national planning and development. It provided valuable insights into the demographics, living conditions, and needs of the

welfare and rehabilitation of inmates, as well as its dedication to transparency and accountability.

Moreover, the Uganda Prisons Service's contribution to the national census significantly enhanced Uganda's development agenda. The data collected informed:

Policy decisions on crime prevention, justice, and rehabilitation

Resource allocation for prison infrastructure development and service improvement

Strategies for reducing recidivism and promoting reintegration of ex-offenders

National development plans, aligning with the United Nations' Sustainable Development Goals (SDGs)

By participating in the national census, Uganda Prisons played a vital role in shaping the country's future, promoting evidence-based decision-making, and contributing to the overall development of Uganda.



# UGANDA PRISONS SERVICE ENHANCES CUSTOMER CARE AND PUBLIC RELATIONS IN MID-NORTH REGION



*CC/PR training underway in Lira City, mid-northern region*

**The Uganda Prisons Service (UPS) has taken a step in enhancing the positive image, professionalism and community engagement through a training held at Margherita Palace Hotel in Lira.**

**T**he training, focused on customer care, public relations, and financial literacy, was jointly conducted by Senior Commissioner of Prisons (SCP) Frank Baine, Deputy Director of Cooperation and Corporate Affairs and Service Spokesperson, and Commissioner of Prisons (CP) Apollo Akankunda, who oversees National Regional and International Cooperation. This initiative aimed at equipping Officers in Charge of various prisons in the Mid-North region with the necessary skills to improve the image of the service, better serve their communities and manage their personal finances effectively.

## **Emphasizing Humane Treatment and Community Engagement**

During his lecture, SCP Frank Baine redefined customer care within the prison context, emphasizing that customers include not only inmates but also staff, visitors of prisoners, neighboring communities, key stakeholders, and families of staff. He underscored the importance of humane treatment, active listening, and empathy, particularly towards prisoners, who he described as the primary customers of the prison system. Baine urged officers to adopt a culture of respect and humility in all interactions, promoting a positive image of the Uganda Prisons Service.



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*Our conduct, both in and out of uniform, reflects on the entire service.*

**Mr. Apollo Akankunda**  
Commissioner of Prisons (NRiC)

Baine also highlighted the critical role of public relations in shaping the image and effectiveness of the UPS. He encouraged officers to engage proactively with the community, noting that their actions and interactions significantly influence public perceptions. "Effective communication and maintaining positive relationships with the public and stakeholders are vital for building trust and support," he stated. "This is essential for the success of our rehabilitation and reintegration programs."

### Professionalism and Financial Discipline

CP Apollo Akankunda emphasized the importance of understanding operational procedures for maintaining order and efficiency within the prisons. He called on officers to see themselves as representatives of the UPS, embodying the values of integrity, discipline, and professionalism in all aspects of their duties. "Our conduct, both in and out of uniform, reflects on the entire service," Akankunda noted, urging officers to uphold the rule of law and their responsibilities with diligence.

Akankunda's session also covered critical aspects of financial management, where he provided officers with essential knowledge on responsible borrowing, debt management, saving, and investment strategies. He stressed the importance of financial planning, encouraging officers to set clear financial goals, create budgets, and develop long-term financial plans.

### Promoting National Unity and Development

As part of the training, SCP Baine revisited the essential duties of citizens as outlined in the 1995 Constitution of the Republic of Uganda. He encouraged the officers to embrace and uphold these principles, which are crucial for promoting national development, unity, and the well-being of all citizens. Baine highlighted the transformation of the Uganda Prisons Service from a punitive to a correctional institution, with a development goal of transforming every prisoner into a productive and law-abiding citizen.

The training has been well-received by the officers, who are already recognizing the value of the skills they are acquiring. Through real-world examples and hands-on experiences, the training is expected to enhance their ability to serve effectively, improve their interactions with the public, and fulfill their duties more efficiently.



*Building trust, one step at a time: Through the Corporate Affairs department, UPS is building a positive image to foster public confidence and trust*



# 18 INMATES OF UG. PRISON MBALE WOMEN GRADUATE IN SMALL BUSINESS MANAGEMENT



*Learning for a better life while unlocking potentials: The graduants are ready to start a new life proving that second chances can lead to success.*

**18 female inmates from Uganda Prison Mbale Women graduated in Small Business Management and Entrepreneurship, marking a significant milestone in their rehabilitation journey. The graduation was a result of a partnership between Uganda Prisons and Penal Reform International (PRI).**

**H**on. Justice Farouk Lubega, the chief guest, commended PRI for their efforts in supporting the rehabilitation of female inmates, aligning with the Judiciary's efforts to promote rehabilitation and reduce recidivism.

Mr. Christopher Okware, Assistant Commissioner of Prisons (Prisoners Administration), praised the inmates for their exceptional determination and academic excellence, highlighting their potential and capabilities despite the challenges they faced.

Mr. Hasio Adams, Principal Social Rehabilitation and Welfare Officer, urged the graduates to continue using their skills to make a positive impact in their communities upon release.

The ceremony featured music, dance, and drama performances by inmates, showcasing their talents and creativity. The Uganda Prison Service has made strides in promoting formal education for inmates, recognizing its transformative power in rehabilitation.

## **Initiatives include:**

Vocational training programs, such as tailoring, carpentry, and agriculture.

Functional Adult Literacy that offers Academic programs, like primary, secondary and tertiary education

Open door Policy and Partnerships with organizations, like PRI, to offer basic specialized courses.

**Such courses benefit inmates in numerous ways:**

Equips them with vocational skills and knowledge, enhancing employability and self-sufficiency upon release.

Fosters personal growth, confidence, and self-esteem. Encourages positive behavioral change and rehabilitation.

Prepares them for successful reintegration into society, reducing recidivism.

This graduation demonstrates the commitment of Uganda Prisons and PRI to empowering female inmates with skills and knowledge, preparing them for a successful reintegration into society.



*Awarding of certificates by PRI, UPS and Judiciary in progress*



# UPS ENHANCES STAFF WELFARE THROUGH FINANCIAL LITERACY TRAINING IN PARTNERSHIP WITH STANBIC BANK UGANDA



*Building a financial fit team: Stanbic bank, senior officers and UPS staff of South Western region in a group photo at Mbarara main.*

**Earlier this year, Uganda Prisons Service (UPS) embarked on a nationwide initiative to improve the welfare and financial stability of its staff and their families.**

**I**n collaboration with Stanbic Bank Uganda, UPS rolled out a financial literacy training program targeting Prisons Officers and their spouses across all Prison Units stationed in each of the 19 administrative regions. This initiative, spearheaded by the Commissioner General of Prisons, Canon Dr. Johnson Byabashaija, is designed to equip participants with essential financial management skills, ultimately enhancing their overall well-being and household livelihoods.

## **Training Highlights Across Regions**

The financial literacy program was recently conducted at two key locations: On 21st May, 2024 at UG. Prisons Mbarara Main in the South Western region and On 24th May, 2024 at UG. Prisons Ndorwa Main in the Kigezi region. Both training sessions drew participation from staff across multiple prison units, along with their spouses, emphasizing the holistic approach to financial empowerment.

In the South Western region, Mr. Selestine Twesigye, Assistant Commissioner of Prisons (Regional Prisons Commander - South Western Region), warmly welcomed the initiative. He highlighted the importance of financial literacy in helping staff make informed decisions about their finances, thereby improving their quality of life. Mr. Ronald Kali, Manager Employee Value Banking at Stanbic Bank, echoed this sentiment, reaffirming Stanbic Bank's commitment to supporting the welfare of UPS staff through ongoing financial education.

At the training in the Kigezi region, Mr. Festo Sambya, Assistant Commissioner of Prisons (Regional Prisons Commander - Kigezi Region), urged staff to prioritize savings and consider long-term investments to secure their future. He also emphasized the benefits of being adaptable and open to opportunities away from home as part of their professional growth. The host of the event, Mr. Emoru Yepusa, Assistant Superintendent of Prisons (Acting Officer in Charge of Ndorwa





### *Financial freedom targeted: Staff and spouses attending the training*

Prison), expressed his gratitude to Stanbic Bank for their role in this strategic initiative.

#### **Key Takeaways**

Throughout the sessions, participants were trained on critical financial topics such as budgeting, saving, investing, and debt management. Ms. Elizabeth Erumbi, Senior Assistant Superintendent of Prisons (Officer in Charge of Salary at Prisons Headquarters), highlighted the importance of financial discipline, reminding staff of the privileges that come with a stable, pensionable job within the Prisons Service.

She encouraged participants to manage their earnings wisely and leverage the financial stability provided by their employment.

Mr. Ronald Kali from Stanbic Bank emphasized the various benefits that Prisons Officers receive, such as accommodation, utilities, and transportation, which can contribute significantly to financial savings and investments if managed well.

#### **A Nationwide Commitment**

This financial literacy program is part of a broader strategy by the Uganda Prisons Service to enhance the welfare of its staff across the country. By partnering with Stanbic Bank Uganda, UPS is not only addressing financial stress among its workforce but also empowering them to make informed decisions that will benefit their families and improve their overall productivity.



# HOPE AND REDEMPTION: GATEWAY INTERNATIONAL MISSIONS BRINGS TRANSFORMATION TO UGANDAN PRISONS



*SP Robert Iwanve, (O/C Religious Affairs) delivers a sermon to the inmates*

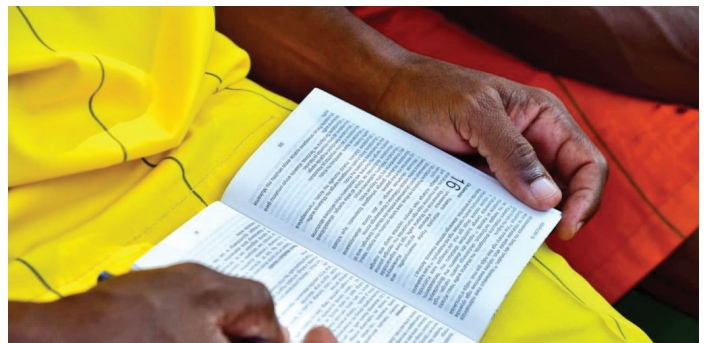
**In a powerful display of faith and redemption, Gateway International Missions brought hope and transformation to inmates in several Ugandan prisons. For six days, the evangelism team, led by Pastor Joel Flye, preached messages of hope, forgiveness, and transformation, impacting hundreds of lives.**

**T**he mission, in partnership with Uganda Prisons Service (UPS), aimed to provide spiritual guidance, material support, and rehabilitation to incarcerated individuals.

Pastor Robert Iwanve, Superintendent of Prisons (O/C Religious Affairs at Prisons Headquarters), emphasized the importance of forgiveness and faith in renewing minds and breaking free from sinful patterns.

Pastor Joel Flye encouraged inmates to follow biblical teachings to live a transformative life, both during and after their time in prison. He applauded the UPS' efforts in implementing correctional, rehabilitational, and reintegrational systems, paving the way for inmates to re-enter society productively.

Mr. John Ssentumbwe, Country Director of Gateway International Mission, shared personal stories of overcoming adversity, inspiring inmates to trust God and embrace forgiveness and



*An inmate engages in bible study, one of the religious empowerment programs*

transformation. The evangelism event brought hope and encouragement to the prisoners of Murchison Bay, Luzira Women, Masindi, Nakasongola, and Bugungu YO/YP, helping them find meaning and purpose during their time in prison. The mission's efforts demonstrate the power of faith in transforming lives and promoting rehabilitation.

# AGRICULTURAL PRODUCTIVITY IN UGANDA PRISONS SERVICE



*Vocational Skilling of inmates through agricultural mechanisation*

**Uganda Prisons Service (UPS) has made strides in transforming its farming operations into a key pillar of self-sufficiency, community engagement, and offender rehabilitation.**

**T**he Prisons Farms Department, operating within the Directorate of Production and Engineering, oversees an expansive 45,968 acres of arable land spread across 64 Prisons Farms. These farms are dedicated to the commercial production of maize grain, maize seed, cotton, agroforestry, orchards, and livestock, all supplemented by agricultural mechanization.

## **Objectives of Farming in Uganda Prisons Service**

The primary objectives of the UPS farming initiatives are multifaceted, aimed at both internal sustenance and broader societal contributions. Key goals include:

**Self-Sufficiency:** Reducing the dependency on external food sources by producing the majority of food needed within the prison system.

**Seed Maize Production:** Providing quality and affordable seed maize to farmers, thus contributing to national food security.

**Community Engagement:** Demonstrating modern farming techniques to surrounding communities, encouraging them to adopt these methods.

**Support to Agro-Processing Industries:** Supplying raw materials like cotton and fruit to Uganda's agro-processing industries.

**Revenue Generation:** Generating Non-Tax Revenue (NTR) to lessen the financial burden on taxpayers for maintaining offenders in custody.

**Rehabilitation and Skills Development:** Offering hands-on agricultural training to inmates, equipping them with essential life skills for post-incarceration employment.

**Employment Opportunities:** Providing work opportunities for long-sentenced prisoners, aiding in their management and rehabilitation.

**Agricultural Innovation Testing:** Serving as a platform for testing and developing new agricultural innovations.

**Strategic Directive Fulfillment:** Adhering to various strategic directives aimed at improving prison operations.



## Structure of the Prisons Farms Department

The Prisons Farms Department operates through several key divisions:

**Crop Production and Seed Maize Multiplication:** Focusing on large-scale production of staple crops and quality seed maize.

**Cotton Production:** Supporting the textile industry by producing significant quantities of raw cotton.

**Agricultural Engineering:** Ensuring the efficiency of farm operations through the maintenance and management of agricultural machinery.

**Livestock Health, Development, and Entomology:** Managing the health and productivity of livestock, which include cattle, goats, sheep, and pigs. Other activities include; animal breeding, vaccine advancement, fattening project and beef and milk production.

**Environmental Management and Forestry:** Promoting sustainable practices through afforestation and environmental stewardship.



*Supplementary crop husbandry with livestock management*

## A Collaborative Workforce

The success of the Prisons Farms Department hinges on the collaborative efforts of a dedicated workforce comprising 3,618 staff members, including both custodial officers and civilian technical experts. This team, including agronomists, agricultural economists, engineers, veterinarians, environmentalists, and forestry experts, works alongside an inmate population of 19,063. The staff-to-inmate ratio of 1:6 allows for effective training and supervision, ensuring that prisoners receive valuable skills training.

## Production and Targets for Fiscal Year 2022/2023

In the Fiscal Year 2022/2023, the Prisons Farms Department set ambitious production targets, including:



*Beautiful harvests of commercial maize at Isimba prison farm*

Maize Grain: 10,000 acres

Seed Maize: 1,200 acres

Cotton: 6,000 acres

Sunflower: 2,000 acres

Soya Bean: 2,000 acres

Despite challenges such as floods, delayed rains, and droughts, the department managed to maintain commendable productivity levels. Expansion efforts included increasing the cultivation of oil crops, forestry, and assorted vegetables, further boosting the department's contribution to the UPS's self sufficiency and revenue generation goals.

## Quality Assurance and Strategic Development

Quality assurance is a cornerstone of the Prisons Farms' success, with regular farm inspections and supportive supervision ensuring that all farming operations meet high standards. These practices are vital for maintaining the integrity of the department's output, from seed maize production to routine crop and livestock management.

The department's activities align with the Strategic Development Plan (SDP-V) 2021-2025, reflecting UPS's broader goals of production, skills training for inmates, and revenue generation. For the fiscal year, the cumulative annual crop acreage reached 21,959 acres, contributing significantly to the overall grain and seed maize requirements of the UPS.

The department also acknowledges the crucial contributions of partner institutions like the Cotton Development Organization (CDO), the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Makerere University (MUK), and the National Agricultural Research Organization (NARO).





*Quality maize seed variety UH5355 produced by UPS*



# UGANDA PRISONS INDUSTRIES: A PILLAR OF INMATE REHABILITATION AND NATIONAL ECONOMIC CONTRIBUTION



*Hon. Maj. Gen (Rtd) Kahinda Otafiire (Minister of Internal Affairs), CGP Can. Dr. Johnson Byabashaija and other top leaders of UPS commissioning the garments factory at Kitalya Mini-maxPrison.*

**Uganda Prisons Industries is a vital department of the Uganda Prisons Service (UPS), dedicated to the transformative aim of rehabilitating inmates while generating revenue through a variety of industrial activities.**

**U**nder the overarching mandate of custody and rehabilitation, UPS aims to convert prisons into productive spaces where inmates can acquire valuable skills, contributing to their own rehabilitation and supporting the financial sustainability of the prison system.

UPS operates with the ultimate development goal of transforming every prisoner into an abiding, responsible, and economically productive citizen. By engaging inmates in meaningful vocational training and industrial work, UPS fosters skill acquisition that enhances the prospects for successful reintegration into society, thereby reducing recidivism and contributing to national development.

## **Objectives of Prisons Industries Rehabilitation and Skill Development:**

The cornerstone of UPS's mission is to provide inmates with vocational training in a diverse range of industrial and craft disciplines. This training equips inmates with practical skills that can lead to

## **Revenue Generation and Economic Contribution:**

UPS plays a crucial role in generating Non-Tax Revenue (NTR) through the production and sale of goods manufactured within the prison industries. This revenue not only bolsters the financial stability of the prison system but also contributes to government savings. The funds generated help offset the costs of incarceration and support the ongoing development of prison infrastructure.



*Prisons furniture being offloaded to be delivered to various government offices*



*Visitors from the regional workshop on Prisons infrastructure on a bench mark visit to Upper Prison Luzira. Onsite they are viewing the leather products made from Prisons industries*

### Enhancing Production Capacity and Quality:

To meet the growing demands of its clientele and improve overall operational efficiency, UPS is committed to continuously improving its production capabilities and product quality. This includes investing in modern machinery, expanding production facilities, and innovating new product lines.

### Employment and Occupation for Inmates:

Providing meaningful employment opportunities to inmates, particularly those serving long sentences, is a key objective. Engaging inmates in productive work helps to occupy their time constructively, reducing idleness and promoting positive behavior within the prison environment.

### Infrastructure and Technological Advancement:

UPS consistently invests in developing and upgrading its infrastructure, including the procurement of new machinery and tools for various workshops. Recent advancements include the partial operationalization of new workshops dedicated to furniture production, leatherworking, and soap making, which have contributed to increased production capacity and improved product quality.

### Alignment with National Goals:

UPS aligns its objectives with national directives and strategic goals, as outlined by the Ministry of Internal Affairs. This includes specialized projects such as shoe production for armed forces, underscoring UPS's commitment to supporting national priorities and contributing to broader societal needs.

## Key Achievements and Developments

### Increased Enrollment in Vocational Training:

In the FY 2021/2022, 21,996 inmates participated in industrial vocational training across 122 prisons and vocational centers, reflecting a significant effort to provide widespread access to skill development programs.

### Enhanced Production and Quality:

UPS has made notable progress in improving production volume and quality. Investments in new machinery and tools, such as garment-cutting machines and electric hand tools, have led to greater efficiency and output.

### Revenue Generation:

In FY 2022/2023, UPS realized a total NTR of UGX 2,144,845,625. This includes cash NTR of UGX 543,878,030 from sales and non-cash NTR of UGX 1,453,752,095 from products made for service use, demonstrating effective revenue generation strategies.

### Expanded Vocational Training:

Over 10,000 inmates have been trained and trade-tested in various vocational activities, including tailoring, crafts, carpentry, and leatherwork. This extensive training program is central to inmate rehabilitation and future employability.

### Infrastructure and Machinery Upgrades:

UPS has procured a range of new machinery and tools, such as portable power saws, jig saws, and hand drills, to improve production processes. The establishment of new workshops, such as those for tailoring and carpentry, has further enhanced operational capabilities.

### Operational Workshops:

The successful operationalization of workshops at various prisons, including the new furniture workshop at Uganda Government Prison Upper and the tailoring workshop at Kitalya Mini Max, has significantly boosted production efficiency and product quality.

## Strategic Guidance from the President

In 2016, H.E. the President of Uganda issued a critical directive to the Uganda Prisons Service, tasking it with the revitalization of Prisons Industries. One of the key assignments was to produce furniture for all Ministries, Departments, and Agencies (MDAs) and Local Governments (LGs). This directive has been instrumental in shaping the strategic direction of UPS, further emphasizing its role in contributing to national development while ensuring the rehabilitation of inmates.



# PRISONS INDUSTRIES PRODUCTS IN PICTURES



*Inside the Prisons showroom in Lugogo*



*Quality dining furniture*



*All kinds of assorted furniture inside the showroom*



*High quality furniture with explicit finishes*



*Quality and durable sofa and coffee sets tables*



*Flags on display*



*Liquid soap manufacturing at Luzira women prison*



# A LEGACY WELL KEPT: EXCELLENCE CELEBRATED AT UPPER PRISON



*The occasion was marked with a cake cutting moment symbolizing the sweetness of success and the joy of reaching new heights*

**Uganda Government Prison Upper, Luzira, one of the oldest and most historic prisons in the country, recently hosted its annual end-of-year staff and get-together party, bringing together current staff and retired officers in a celebration filled with joy and camaraderie.**

**T**he event, held at the prison premises, was marked by a deep sense of tradition, legacy, and shared memories. The occasion was graced by former staff who have now retired from service, making it a memorable reunion. Among the esteemed guests were Mr. David Nsalasata, Retired Assistant Commissioner General of Prisons (ACGP) and former Officer in Charge (OC) of Upper Prison from 1996 to 2001, and Mr. John Wycliff Kururagyire, Retired Commissioner of Prisons and former OC-Upper from 1993 to 1996. Both veterans were visibly delighted with the current administration's efforts in maintaining and enhancing the legacy they had left behind.

In their remarks, Mr. Nsalasata and Mr. Kururagyire expressed their pride in the prison's ongoing commitment to excellence and commended the leadership for upholding the values and standards they had strived to instill during their tenures. They highlighted the importance of continuity and

the preservation of the institution's rich history, which continues to guide and inspire the current staff.



*Honoring the past: Rtd CP. John Wycliff Kururagyire and Rtd ACGP David Nsalasata during the ceremony*



The Commissioner General of Prisons, Dr. Johnson Byabashaija, was represented at the event by Mr. Robert Munanura, ACPG (Director Production and Engineering), who is also a former OC of Upper Prison. Mr. Munanura conveyed the Commissioner General's message, emphasizing the importance of unity, teamwork, and dedication in the prison service. He praised the staff for their hard work throughout the year and encouraged them to continue striving for excellence in their duties.

Mr. Brian Corr Mbazira, Senior Superintendent of Prisons and the current OC- Upper, played a pivotal role in organizing the event. His leadership was evident in the smooth execution of the day's activities, which included a variety of engaging events that had everyone in high spirits.

The highlight of the celebration was the awarding of the Best Performing Staff of the Year. These awards recognized individuals who had excelled in various aspects, including discipline, cooperation, hard work, and smartness. The recipients of these awards were acknowledged for their dedication, integrity, and commitment to their roles, setting a high standard for their colleagues.

The celebration featured a lively atmosphere with staff participating in numerous activities. The mood was one of jubilation as everyone shared in the festive spirit. Food and drinks were plentiful, with staff dining together in a show of unity and fellowship. The event was capped off with a cake-cutting ceremony, where staff gathered to celebrate the year's achievements and the bonds they had formed.

Photo sessions and thanks giving prayers were a focal point, capturing the memories and the joyous moments shared by the prison staff. The gathering provided an opportunity for both current and retired officers to reminisce about the past, celebrate the present, and look forward to the future.



*Marking a milestone that never gets old: SCP Wilson Magomu sharing a light moment with the greatest walls that upper prison has thrived on for generations*



*Awarding best performers*



*Awarding the best performers of the year in various fields*



# PHOTOS



*A moment to cherish: Smiles all around the staff of Upper prison in a group photo with the officer in charge*



*Staff spirit shines bright: Upper prison team celebrates their bond*



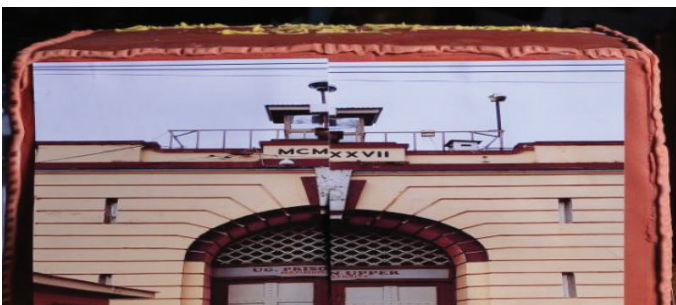
*Beyond the uniform where memories and awards last for a life time*



*Display of Inter generational transfer of knowledge where the young senior officers had the opportunity to learn from their retired predecessors.*



*It was a fun filled and photos night*



*A slice of reality: Cake replica of Upper Prison impresses all with it's detail*



*Staff spouses at the party enjoying along side their partners*



# UGANDA PRISONS SERVICE: PIONEERING GENDER EQUALITY AND WOMEN IN LEADERSHIP



A

s global organizations strive to close the gender gap in leadership, Uganda Prisons Service stands out as a notable example of progress and commitment. Despite historical and structural barriers, the Uganda Prisons Service (UPS) is making remarkable strides in breaking barriers for women aspiring to senior leadership roles.

Recent findings from Tabita Initiative Africa Limited emphasize the uneven distribution of women in senior leadership positions across various sectors. The survey reveals that while 35.1% of organizations report women holding between 0-25% of senior leadership roles, 32.4% have achieved 51-75% representation. However, only 14.9% of organizations have women in 76-100% of senior leadership roles, highlighting persistent disparities that

need targeted interventions.

The 2022/2023 statistics from UPS highlight a gender distribution of 70.3% male and 29.7% female staff. Historically, UPS has faced challenges such as recruitment difficulties and entrenched gender biases. According to the Uganda Prisons Service Statistical Report for 2022/2023, gender disparity in recruitment is influenced by a predominantly male prisoner population and entrenched gender biases within the forces. As of June 2023, there were 76,403 prisoners, with 72,880 male and 3,523 female. Despite these challenges, the organization has made commendable progress.

Notably, six women now hold top management positions out of a total of twenty leaders, marking a significant advancement in gender diversity within the organization. This represents a substantial increase from just one woman in top management in previous years.

The survey reveals several significant barriers that impede the advancement of women to senior leadership roles. One major issue is the lack of strong mentorship and sponsorship, with 48% of respondents indicating difficulties in establishing these critical relationships, which underscores the need for structured mentorship programs. Gender and unconscious biases are also notable obstacles, cited by 42.7% of respondents, highlighting the importance of fostering inclusive workplace cultures and implementing bias-awareness training. Additionally, 40% of respondents expressed concern over the limited access to leadership development programs specifically tailored to women's career paths.

Challenges related to self-promotion and confidence were noted by 44% of respondents, emphasizing the need for programs designed to enhance self-efficacy and leadership presence.

These barriers collectively point to the urgent need for targeted interventions to support women's progression into senior leadership roles.

In response to these challenges, Uganda Prisons Service (UPS) has implemented several targeted strategies to empower women and facilitate their advancement to senior leadership roles.

Their strategies include affirmative action during the recruitment process, capacity building through specialized courses such as postgraduate and degree programs, and command and control training. UPS is also dedicated to challenging societal norms that restrict women's professional growth and fostering an organizational culture that values and promotes gender equality. These focused strategies and demonstrating a strong commitment to gender equity, UPS is not only making significant progress in closing the gender gap in leadership but also setting a precedent for other organizations seeking to empower women.

**Dorcus Magoba**

HR Specialist | Leadership Trainer | Author

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# DOWN THE MEMORY LANE



*Prisons Officers at swearing-in of H.E May 2011*

## ORBITUARY

The Commissioner General of Prisons announces the deaths of fallen Comrades



11290 Corporal Wardress  
**Janet Birungi**  
U.G Prison Jinja Remand  
B: 30th December 1981  
D: 8th May 2024



8370 Sergeant Warder  
**Mansour Ali Amir**  
U.G Prison Kampala Remand  
B: 30th September 1979  
D: 20th May 2024





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