



UGANDA PRISONS SERVICE

# NEWSLETTER

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NOVEMBER 2025



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PRISONS INTERMEDIATE COMMAND  
AND STAFF COURSE PASS-OUT

## UPS RESUMES “KACOKE MADIT” ANNUAL GENERAL MEETINGS



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KARAMOJA PEACE AND TECHNOLOGY  
UNIVERSITY UNVEILED



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UPS REAFFIRMS ITS ROLE IN PROMOTING  
NATIONAL STABILITY AND SOCIO-ECONOMIC  
DEVELOPMENT



The Uganda Prisons Service (UPS) has resumed its joint annual general meetings for officers across all levels, popularly known as “Kacoke Madit”, at the Prisons Academy and Training School (PATS), Luzira. The three-day gathering brings together top management, senior, middle and lower-level officers to share experiences, exchange ideas and strengthen teamwork across the Service.

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UPS SHOWCASES MAJOR GAINS AT 4TH ANNUAL  
GOVERNANCE AND SECURITY PROGRAMME REVIEW

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# WISDOM CORNER



Leadership is the capacity to translate vision into reality.  
— **Warren Bennis**

The best way to predict the future is to create it.  
— **Abraham Lincoln**

Do what you can, with what you have, where you are.  
— **Theodore Roosevelt**

Change will not come if we wait for some other person  
— **Barack Obama**

The price of greatness is responsibility.  
— **Winston S. Churchill**

In matters of conscience, the law of the majority has no place.  
— **Mahatma Gandhi**

We cannot always build the future for our youth, but we can build our youth for the future.  
— **Franklin D. Roosevelt**

The greatest leader is not necessarily the one who does the greatest things, but the one who gets the people to do the greatest things.  
— **Ronald Reagan**

Discipline is the bridge between goals and accomplishment.  
— **Jim Rohn**

Vision without action is merely a dream. Action without vision just passes the time.  
— **Joel A. Barker**

Courage is not the absence of fear, but the determination to move forward despite it.  
— **Nelson Mandela**

A nation's strength lies in the character of its people.  
— **George Washington**

Leadership is practiced not so much in words as in attitude and in actions.  
— **Harold S. Geneen**

To move forward, you must break old patterns.  
— **Anonymous**

The future belongs to those who believe in the beauty of their dreams.  
— **Eleanor Roosevelt**



## “ Quote of the month

"The 'Kacoke Madit' is more than just a gathering; it is a strategic opportunity for the Uganda Prisons Service to reflect, recalibrate, and ensure that every action we take is firmly aligned with our national mandate. I want to commend the Service for the discipline and dedication demonstrated by its officers, whose professionalism is a cornerstone of our government's efforts in policy-making and the preservation of national security."

Our strength lies in our unity. The seamless collaboration between the Uganda Prisons Service, the Uganda People's Defence Forces (UPDF), the Uganda Police Force, and our Intelligence Services creates a robust framework that safeguards our country. It is this synergy that allows us to maintain stability across the board. As we look forward, the Government remains steadfast in its commitment to supporting the Service. We are prioritizing the expansion of infrastructure, the modernization of operations through new technology, and the continuous improvement of both staff and inmate welfare.

However, infrastructure alone is not enough; we must place a heavy emphasis on ethical leadership. By nurturing a new generation of skilled, professional officers and maintaining total transparency in our operations, we ensure that the Uganda Prisons Service remains a beacon of integrity and efficiency in the region."

**Gen. David Muhoozi, Minister of State for Internal Affairs speaking during the joint annual general meetings for top management, senior, middle, and lower-level managers, popularly referred to as "Kacoke Madit", at the Prisons Academy and Training School (PATS) in Luzira on the 13th November 2025.**

## Chief Editor



FRANK BAINE MAYANJA

SENIOR COMMISSIONER OF PRISONS  
COOPERATION AND CORPORATE  
AFFAIRS/SERVICE SPOKESPERSON

Welcome to the November 2025 Edition of the Uganda Prisons Monthly Newsletter. In this edition we highlight on the; Kacoke Madit Meetings, Prisons Intermediate Course, KPTU unveiling, ICPA Annual Conference - Turkiye, Completion of the High level Master Class, 2nd Chairpersons Award Ceremony, CGP Cup initiative, Sports, memory lane, obituary, among others.

Enjoy!

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10/11/2025

# **PRESS BRIEFING**

## **UGANDA PRISONS SERVICE (UPS)**

### **MONDAY PRESSER 10/11/2025**

#### **1. STAFF AND PRISONERS' ESTABLISHMENT**

As of 10/11/2025, the prisoner population stands at 42,193 convicts, 36,134 remands, and 632 debtors, totalling to 78,959 inmates, plus 303 children, accommodated in 269 prison units grouped into 19 administrative regions. The staff strength currently stands at 14,925.

#### **2. CONCLUSION OF PLE AND UCE EXAMINATIONS**

The Uganda Prisons Service announces the successful completion of the PLE and UCE examinations across all prison centres. Meanwhile, 70 inmates have commenced the UACE examinations, which are progressing smoothly under close coordination with the Uganda National Examinations Board (UNEB).

#### **3. STAFF CONDUCT DURING ONGOING POLITICAL CAMPAIGNS**

As Members of Parliament, local leaders, and various special interest groups engage in the ongoing political campaigns, the Commissioner General of Prisons directs all staff to uphold strict discipline and execute their duties with the highest level of professionalism. Any acts of indiscipline or partisan political involvement will not be tolerated under any circumstances.

#### **4. HOAX RECRUITMENT ALERT**

The Uganda Prisons Service wishes to alert the public that no recruitment exercise is currently ongoing. The public is strongly warned against fraudsters circulating false recruitment information. Joining UPS does not require any financial transaction.

A handwritten signature in black ink, appearing to read "Frank Baine Mayanja".

**FRANK BAINE MAYANJA**  
**SENIOR COMMISSIONER OF PRISONS**  
**(DEPARTMENT OF COOPERATION AND CORPERATE AFFAIRS /**  
**SERVICE SPOKESPERSON)**



07/11/2025

# PRESS RELEASE

## **CLARIFICATION ON CIRCULATING SOCIAL MEDIA VIDEOS BY NO. 17974 WARDER AMPE LAWRENCE OF UG. PRISON NGORA**

There are a number of self-made TikTok videos by the aforementioned Prisons Warden on various subjects, demonstrating gross indiscipline.

In accordance with the Code of Conduct and Ethics for the Uganda Public Service, Section 4.8.3 on Communication to the Press, "a public officer shall not communicate with the media on issues related to work or official policy without due permission from the authorizing officer."

Also, according to the Uganda Prisons Service Standing Orders, Part One, Chapter Four on Discipline of Staff, Section 1 states, "Discipline in the Prisons Service entails the observance and execution of one's roles and obligations and demonstration of obedience to superiors and consideration for subordinates in accordance with the Public Service Code of Conduct and Ethics."

Therefore, the Uganda Prisons Service is adhering to the due process of managing the case.

**A strong warning goes to all those who intend to misuse their phones and or computer to be ready to face disciplinary action.**

A handwritten signature in black ink, appearing to read "Frank Baine Mayanja".

**FRANK BAINES MAYANJA  
SENIOR COMMISSIONER OF PRISONS  
(DEPARTMENT OF COOPERATION AND CORPERATE AFFAIRS  
/SERVICE SPOKESPERSON)**



19<sup>th</sup> /11/2025

# PRESS RELEASE

## PRISONER NO. LWPR 975/25 MADAADA SAUDAH

On 10<sup>th</sup> September, 2025 Luzira Women Prison Admitted the above Prisoner from Kawempe Chief Magistrate Court. The on entry medical examination found her with a medical condition.

On 1<sup>st</sup> November, 2025, at around 2300hrs she fainted in the washroom where fellow inmates helped her and immediately called for medical assistance. Thereafter she was taken to the sickbay. The prisons medical team in consultation with her personal doctor referred her to Mulago hospital for further management.

On 17<sup>th</sup> November, 2025 a medical assessment by the prisons medical team indicated that she was stable to attend court.

Unfortunately on 18<sup>th</sup> November, 2025 while at court her medical condition deteriorated. On court orders she was evacuated for medical attention. By this morning 19<sup>th</sup> November, 2025 the medical report shows she is stable.

Uganda prisons service will continue to update Court and Public of any developments.

A handwritten signature in black ink, appearing to read "Frank Baine Mayanja".

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



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A REPLY TO THIS LETTER SHOULD BE ADDRESSED  
TO THE COMMISSIONER GENERAL OF PRISONS AND THE FOLLOWING:



**UGANDA PRISONS SERVICE  
PRISONS HEADQUARTERS  
P. O. BOX 7182,  
KAMPALA - UGANDA**

REFERENCE NUMBER QUOTED: PHQ.

19<sup>th</sup> November, 2025

## **INSTRUMENT OF PARDON IN RESPECT OF 143 PRISONERS**

In accordance with Article 121 (4) (a) of the 1995 Republic of Uganda Constitution; on the recommendation of the Prerogative of mercy Committee, H.E the President has granted pardon to a total of 143 (One hundred and forty three), petty convicts.

Below is the list;

<b>S/NO</b>	<b>NAME</b>
1.	Anyango Edith
2.	Bwambale Maida
3.	Bwambale Peter
4.	Bainomugisha Kalebu
5.	Tumwijkye Josephat
6.	Thembo Emmanuel Dada
7.	Bwambale Nehemiah
8.	Muhindo Ibrahim
9.	Tukamuhabwa Pascal
10.	Nizeyimana Jean Clode
11.	Masereka Joseph
12.	Byakagaba Jimmy
13.	Kule Bonefas
14.	Ywesigye Simon
15.	Bwambale Ibrahim
16.	Zikampwaho Tarasis
17.	Lubega Vincent
18.	Siira Michael
19.	Katikiro Adudalah
20.	Kolyanga Yokana
21.	Akonya Yokalam alias Opio
22.	Jagoya Mustafa
23.	Bangire Adam
24.	Lukonge Benard



25.	Candano Paul
26.	Kutosi Musa
27.	Ai Otim Ivan
28.	Abdul Rashid
29.	Byamukama Tom
30.	Katongole Yuda Taderi
31.	Onekgiu Francis
32.	Oyet Emmanuel
33.	Jewe Akena Patrick
34.	Oceng David
35.	Opio Ronnie
36.	Okurutu Isaya
37.	Oketch Joseph
38.	Otafire Richard
39.	Isingoma Emmanuel
40.	Kayiwa Derick
41.	Oyapa Jimmy
42.	Galabuzi Fred
43.	Sunday Habibu
44.	Katerega Ibra
45.	Kasuku Idi
46.	Kangume Moses
47.	Musilige Ibra
48.	Kayongo Hadiale
49.	Chandiru Rebecca
50.	Audo Angella
51.	Kasirye Ibrahim
52.	Mubiru Abas
53.	Bazira Moses Alias Mose
54.	Byarugaba Kelesensio
55.	Matsiko Jesus
56.	Byamukama Yuda
57.	Kabuuka Levi
58.	Friday Simon
59.	Kakeeto Nelson
60.	Ssekubulwa Fred
61.	Sentamu Yunusu
62.	Birungi Patrick
63.	Namanya Amon
64.	Byakatonda David
65.	Muhimbise Scovia
66.	Afusa Ariko
67.	Mugisha Paul
68.	Byaruhangwa Muhamed
69.	Ocen Partrick
70.	Otim Muhamad
71.	Ekeun Ronald



72.	Mugaya Stephen
73.	Musenze Nathan
74.	Salongo Bukenya
75.	Nyanzi Charles
76.	Mwanje Emmanuel
77.	Namuse Abraham
78.	Ndyamuba Elly
79.	Kamimi Andrew Bulasio
80.	Kiggundu Moses
81.	Makanga Julius
82.	Muyanga Sean Paul
83.	Busulwa Ernest Timothy
84.	Aguma Isaac alias Opio
85.	Ojok Kenneth
86.	Akampa Asaph
87.	Ojore Emmanuel
88.	Thembo Tom
89.	Atuhaire Medard
90.	Odoch Tonny
91.	Mukasa Ibrahim
92.	Ocoi Emmanuel
93.	Otim Lazaru
94.	Bwamiki Paul
95.	Tulyomu Wilson
96.	Nangobi Monica
97.	Mitango Adubakari
98.	Ayo Emmanuel
99.	Ayo Daniel
100.	Otim Mohamed
101.	Olido Jackson
102.	Asiimwe Gilbert
103.	Bigirimana Gad
104.	Twinamatsiko Boaz
105.	Atwembembeire Charles
106.	Anzoku Kasim
107.	Loyce Kyobuhooro
108.	Twesigye Tomithy
109.	Kawesi Richard
110.	Osmuk Jacob
111.	Opio Joel
112.	Opio Moses
113.	Oonyu Michael
114.	Olipa Joel
115.	Aisu Emmanuel
116.	Erume Daniel
117.	Okwii Raymond
118.	Enyaru Josph



• 119.	Loumo Michael
120.	Okiria Nicholas
121.	Akello Janifer
122.	Pte. Mugisha Simon Kakuru
123.	Musoke Rashid
124.	Okurutu Isaya
125.	Boboya Rashid
126.	Baku Jamal
127.	Mwadri Partrick
128.	Ruhangariho Keneth
129.	Musenze Nathan
130.	Ekeun Ronald
131.	Mugaya Stephen
132.	Mugabi Jersey
133.	Kasambeko Faruk
134.	Mutasa Stanley
135.	Isabirye Muhmed
136.	Wasswa Bruhan
137.	Naurinda Elisa
138.	Lorner James SAGAL
139.	Akankiza Fred
140.	Mubangizi Gerald
141.	Tuesday Timothy
142.	Musinguzi James
143.	Mulungi Kato



Frank Baine  
**SENIOR COMMISSIONER OF PRISONS/ SPOKESPERSON**



# UGANDA PRISONS SERVICE

## MONTHLY STATISTICS SUMMARY

### November, 2025

## 1. PRISONERS

### 1.1. Population Change

**Table 1: Average Population of Prisoners for October, 2025 and November, 2025.**

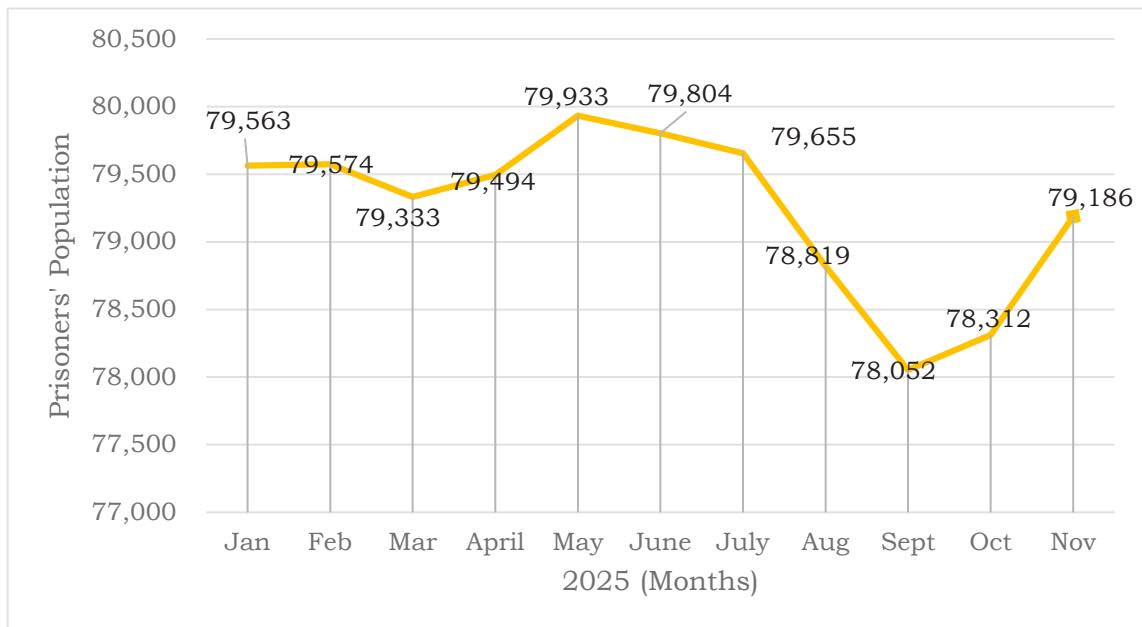
Categories	Oct-25			Nov-25			% change
	Males	Females	Total	Males	Females	Total	
Convicts:	40,121	1,902	<b>42,023</b>	40,337	1,903	<b>42,240</b>	0.5
Remands:	33,862	1,809	<b>35,671</b>	34,447	1,808	<b>36,255</b>	1.6
Debtors:	453	165	<b>618</b>	491	200	<b>691</b>	11.8
<b>Total:</b>	<b>74,436</b>	<b>3,876</b>	<b>78,312</b>	<b>75,275</b>	<b>3,911</b>	<b>79,186</b>	<b>1.1</b>
Percentage (%)	95.1	4.9	100.0	95.1	4.9	100.0	
Approved Capacity			23,184			23,184	0.0
Occupancy Rate (%)			337.8			341.6	3.8

### 1.2. Percentage composition of remands, convicts and debtors for the month of November, 2025.



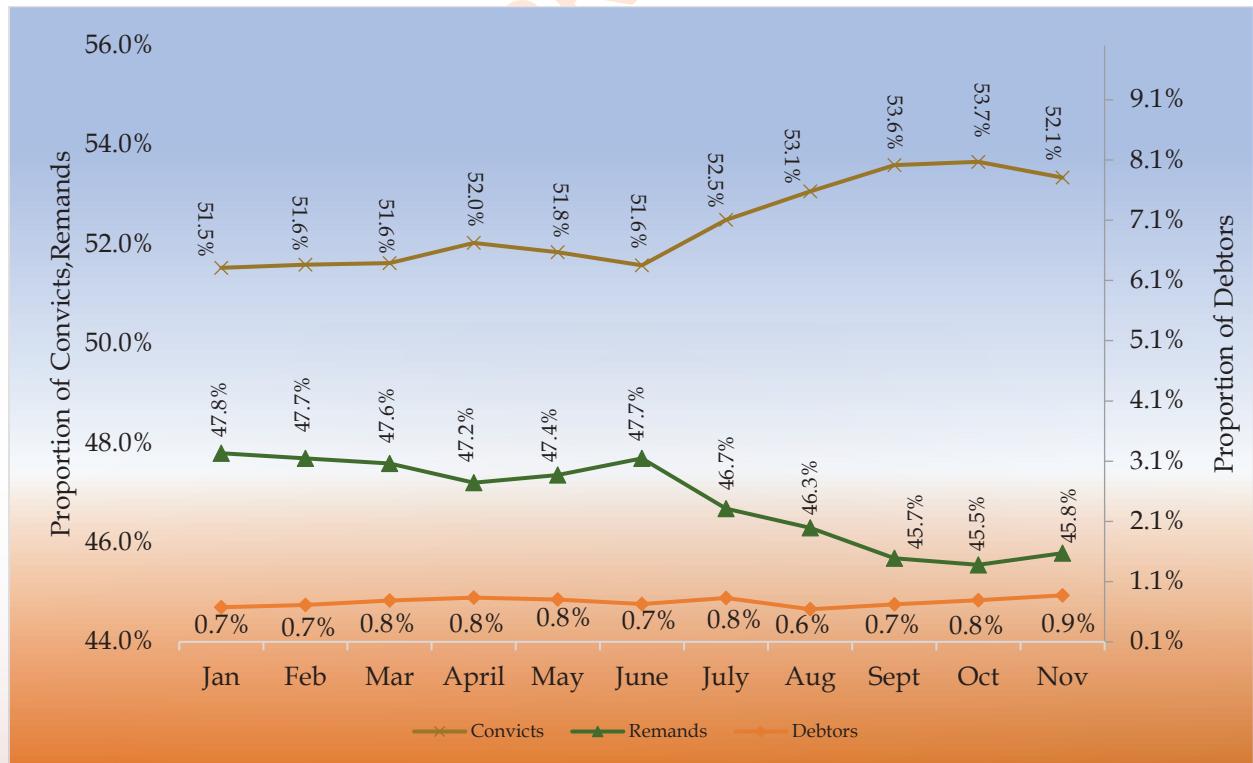
**Figure 1: Composition of Prisoners' population**

### 1.3. Monthly Population Trend of Prisoners for the period between January, 2025 and November, 2025.



**Figure 2:** Trend of prisoners' population growth for the period (January, 2025 to November, 2025)

### 1.4. Population Composition Trends for Convicts, Remands, and Debtors for the period between January 2025 and November, 2025.



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

## 2. STAFFING POSITION

### 2.1 Staff Strength

Table 2: November, 2025 Staff Strength.

STAFF CATEGORY	GENDER		TOTAL
	Males	Females	
<b>Uniformed</b>	<b>9,284</b>	<b>3,979</b>	<b>13,263</b>
Senior officers	498	113	611
Principal officers	659	171	830
Non-Commissioned Officers	8,127	3,695	11,822
<b>Non-Uniformed</b>	<b>252</b>	<b>233</b>	<b>485</b>
Senior officers	101	82	183
Junior officers	151	151	302
<b>Total</b>	<b>9,536</b>	<b>4,212</b>	<b>13,748</b>
<b>Trainees at PATS</b>	<b>864</b>	<b>291</b>	<b>1,155</b>
Recruit Warders and Wardresses	864	291	1,155
<b>GRAND TOTAL</b>	<b>10,400</b>	<b>4,503</b>	<b>14,903</b>
Percentage (%)	69.8	30.2	100.0

### 2.2 Uniformed staff by Rank

Table 3: Uniformed staff by Rank

Rank	Gender		Grand Total
	M	F	
Commissioner General of Prisons	1		1
Deputy Commissioner General of Prisons	1		1
Assistant Commissioner General of Prisons	6		6
Senior Commissioner of Prisons	3		3
Commissioner of Prisons	13	5	18
Assistant Commissioner of Prisons	13	5	18
Senior Superintendent of Prisons	39	6	45
Superintendent of Prisons	93	29	122
Senior Assistant Superintendent of Prisons	32	8	40
Assistant Superintendent of Prisons	296	60	356
Principal Officer I	225	60	285
Principal Officer II	435	111	546
Chief Warder/Wardress I	177	49	226
Chief Warder/Wardress II	256	90	346
Chief Warder/Wardress III	496	203	699
Sergeant Warder/Wardress	1,179	568	1,747
Corporal Warder/Wardress	1,985	1,016	3,001
Lance Corporal	647	316	963
Warder/Wardress	3,387	1,453	4,840
<b>Total</b>	<b>9,284</b>	<b>3,979</b>	<b>13,263</b>

# UPS RESUMES “KACOKE MADIT” ANNUAL GENERAL MEETINGS TO STRENGTHEN LEADERSHIP, SERVICE DELIVERY AND NATIONAL SECURITY



*The Minister of State for Internal Affairs Hon. Gen. David Muhoozi is joined by the Commissioner General of Prisons Can. Dr. J.O.R. Byabashaija, and other senior Prisons officers for a group photo during the “Kacoke Madit” annual general meeting at the Prisons Academy and Training School, Luzira*

The Uganda Prisons Service (UPS) has resumed its joint annual general meetings for officers across all levels, popularly known as “Kacoke Madit”, at the Prisons Academy and Training School (PATS), Luzira. The three-day gathering brings together top management, senior, middle and lower-level officers to share experiences, exchange ideas and strengthen teamwork across the Service.

**T**he meetings provide a platform for learning, policy alignment, and leadership development, allowing officers to gain firsthand guidance from UPS leadership on strategic priorities, operational challenges, and national security responsibilities. Discussions also cover current social, economic, and political developments, particularly in preparation for the 2026 general elections, underscoring the importance of neutrality, professionalism, and readiness in the security sector.

Minister of State for Internal Affairs, Gen. David Muhoozi, presided over the sessions and hailed the meetings as vital for reflecting, recalibrating, and aligning operations with the Service’s mandate. He commended the discipline, professionalism, and dedication of officers, emphasizing that these qualities directly support

national governance, policy implementation, and public safety.

Gen. Muhoozi also noted the strong collaboration between UPS and other security agencies, including the Uganda Police Force, Uganda People’s Defence Forces (UPDF), and Intelligence Services, which strengthens the country’s overall security framework and ensures coordinated responses to emerging threats.

The meeting highlighted ethical leadership, transparency, and nurturing a new generation of skilled officers. Participants were reminded to uphold patriotism, loyalty, and integrity, which are essential for maintaining public trust and the reputation of the Service.



***"Kacoke Madit"** was attended by heads of directorates, departments, and sections at Prisons Headquarters, as well as Regional and District Prisons Commanders, staff officers, and Officers-in-Charge of various prison units.*

During the sessions, Commissioner General of Prisons, Can. Dr. Johnson Byabashaija, reiterated the importance of patriotism and loyalty to the nation. He emphasized UPS's contribution to national development through prison farms and industries, infrastructural development, and the improvement of staff and inmate welfare. He also highlighted the role of the Prisons SACCO and Duty-Free Shop in promoting financial independence and wellbeing among officers.

The Deputy Commissioner General of Prisons, Mr. Samuel Akena, called on officers to uphold discipline, dedication, and hard work, noting that the Service's effectiveness directly impacts national security, justice delivery, and societal stability.

#### **Why "Kacoke Madit"**

**1. Leadership Alignment:** It ensures officers at all levels understand and implement UPS's strategic vision, policies, and directives consistently.

**2. Strengthening Professionalism:** Officers are trained in ethics, discipline, and accountability, which are critical for public confidence and operational efficiency.

**3. Enhancing Security Preparedness:** By discussing political, social, and economic trends, the Service ensures readiness to handle sensitive situations, especially during elections or national crises.

**4. Promoting Collaboration:** It fosters coordination among departments and with other security agencies, strengthening Uganda's overall security architecture.

**5. Staff Development and Welfare:** The meeting emphasizes career growth, skill-building and welfare programs, ensuring motivated and empowered personnel.

"Kacoke Madit" was attended by heads of directorates, departments, and sections at Prisons Headquarters, as well as Regional and District Prisons Commanders, staff officers, and Officers-in-Charge of various prison units. The resumption of these meetings represents a step in fostering shared learning, accountability, and collective responsibility, ensuring the Uganda Prisons Service continues to serve the nation with excellence, integrity, and professionalism.



*Gen. David Muhoozi is seen-off by the CGP and DCGP after the successfull conclusion of Kacoke Madit*

## PICTORIAL



*The meeting highlighted ethical leadership, transparency, and nurturing a new generation of skilled officers. Participants were reminded to uphold patriotism, loyalty, and integrity, which are essential for maintaining public trust and the reputation of the Service.*



*Minister of State for Internal Affairs Gen David Muhoozi receives a guard of honour on arrival at Luzira Prisons.*



*All Officers-in-Charge of various prisons units had a chance to take a group photo with the minister and UPS top management*



*The minister is welcomed to PATS, Luzira by the CGP*



*CGP arrives at PATS, Luzira for the function*



*The CGP gives his remarks*



*The CGP reiterated the importance of patriotism and loyalty to the nation*

# UPS PASSOUT 58 OFFICERS IN FOURTH INTAKE OF PRISONS INTERMEDIATE COMMAND AND STAFF COURSE, STRENGTHENING LEADERSHIP AND HUMAN RESOURCE DEVELOPMENT



*Lt. Gen. Joseph Musanyufu, the Permanent Secretary in the Ministry of Internal Affairs, in a group photo with CGP, DCGP, stake holders and seniors officers who completed the fourth Prisons Intermediate Command and Staff Course at PATS, Luzira.*

The Uganda Prisons Service (UPS) has achieved a big milestone in its Human Resource Development Plan with the pass-out of 58 officers from the fourth Intake of the Prisons Intermediate Command and Staff Course (ICSC). The ceremony, held on Friday, 14th November 2025, at the Prisons Academy and Training School (PATS), Luzira, underscores UPS's continued commitment to building a professional, skilled, and future-ready workforce capable of addressing emerging correctional and security challenges.

**T**his programme, launched in 2022, forms part of UPS's broader transformation agenda aimed at developing competent mid-level managers. Since inception, the course has steadily grown in size and scope—training 20 officers in 2023, 30 in 2024, and 60 in June 2025—demonstrating the Service's dedication to nurturing a new generation of leaders who can drive operational excellence and institutional effectiveness.

The Intermediate Command and Staff Course is designed to equip officers with advanced leadership, analytical, problem-solving, and management skills, essential for aligning UPS operations with modern correctional standards and national development goals. The course combines theoretical knowledge and practical exposure, preparing officers to handle complex security, administrative, and rehabilitative responsibilities within the prison system.

Guest of Honour Lt. Gen. Joseph Musanyufu, Permanent Secretary in the Ministry of Internal Affairs, representing Minister Gen. Kahinda Otafire, praised UPS for its strategic role in building a secure, stable, and law-abiding society. He emphasized that the security sector now plays a broader role than traditional law enforcement, contributing to human capital development, national productivity, and socio-economic transformation.

"Security agencies today are not just about enforcement—they are drivers of human capital, production, and resilience that support Uganda's development," Lt. Gen. Musanyufu remarked. He also commended Commissioner General of Prisons, Can. Dr. Johnson Byabashaija, for his leadership in positioning UPS as a strategic partner in national development.

In his address, CGP Dr. Byabashaija highlighted ongoing efforts to improve UPS infrastructure, enhance staff welfare, and professionalize the Service.



*The Prisons Intermediate Command and Staff Course (ICSC), launched in 2022, forms part of UPS's broader transformation agenda aimed at developing competent mid-level managers.*

He urged the graduates to uphold discipline, integrity, and excellence in their new roles, while emphasizing the Service's continued commitment to rehabilitation, production, and public service. Dr. Byabashaija further revealed that the national prison population stands at 78,959 inmates, with 50 percent being convicts, highlighting the importance of capable and skilled leadership within the Service.

Acting Commandant of PATS, ACP Mary Centenary, acknowledged the diverse team of instructors and facilitators who contributed to the course. These included Academy Directing Staff, experts from Uganda Management Institute (UMI), Makerere University lecturers, and senior officials from the Judiciary, Inspectorate of Government, External Security Organisation, Ministry of Health, and other government agencies. ACP Centenary emphasized that the program aims to produce officers who are disciplined, knowledgeable, and capable of innovating in a fast-changing corrections environment.

The course curriculum is structured into four key components:

**1. Prisons Content** – covering leadership, human rights, security, command, political education, and operational management.

**2. Institutional Management and Leadership** – offered by UMI, focusing on organizational development and strategic leadership.

**3. Administrative Law** – delivered by Makerere University School of Law, equipping officers with legal knowledge critical for operational decision-making.

**4. Peace Building and Conflict Transformation** – provided by Makerere University College of Humanities, emphasizing skills for managing conflicts and promoting stability within correctional environments.

In addition to classroom learning, participants engaged in field visits and study tours to key national installations, providing hands-on exposure to national security, development initiatives, and community dynamics, further broadening their understanding of the socio-political environment in which the Uganda Prisons Service operates.

The graduation of the fourth ICSC intake not only strengthens the leadership pipeline within UPS but also reinforces the Service's long-term vision of professionalism, operational efficiency, and strategic contribution to national development.

CGP Byabashaija and ACP Centenary extended their gratitude to Makerere University and UMI for their continued support, noting that the institutions remain trusted training partners whose expert guidance and quality instruction significantly enhance the professional capacity of senior prisons officers.

The successful completion of this intake demonstrates UPS's unwavering commitment to Human Resource Development, ensuring that its officers are well-prepared, resilient, and equipped to lead the Service in transforming Uganda's correctional landscape, contributing to national security, social stability, and economic growth.



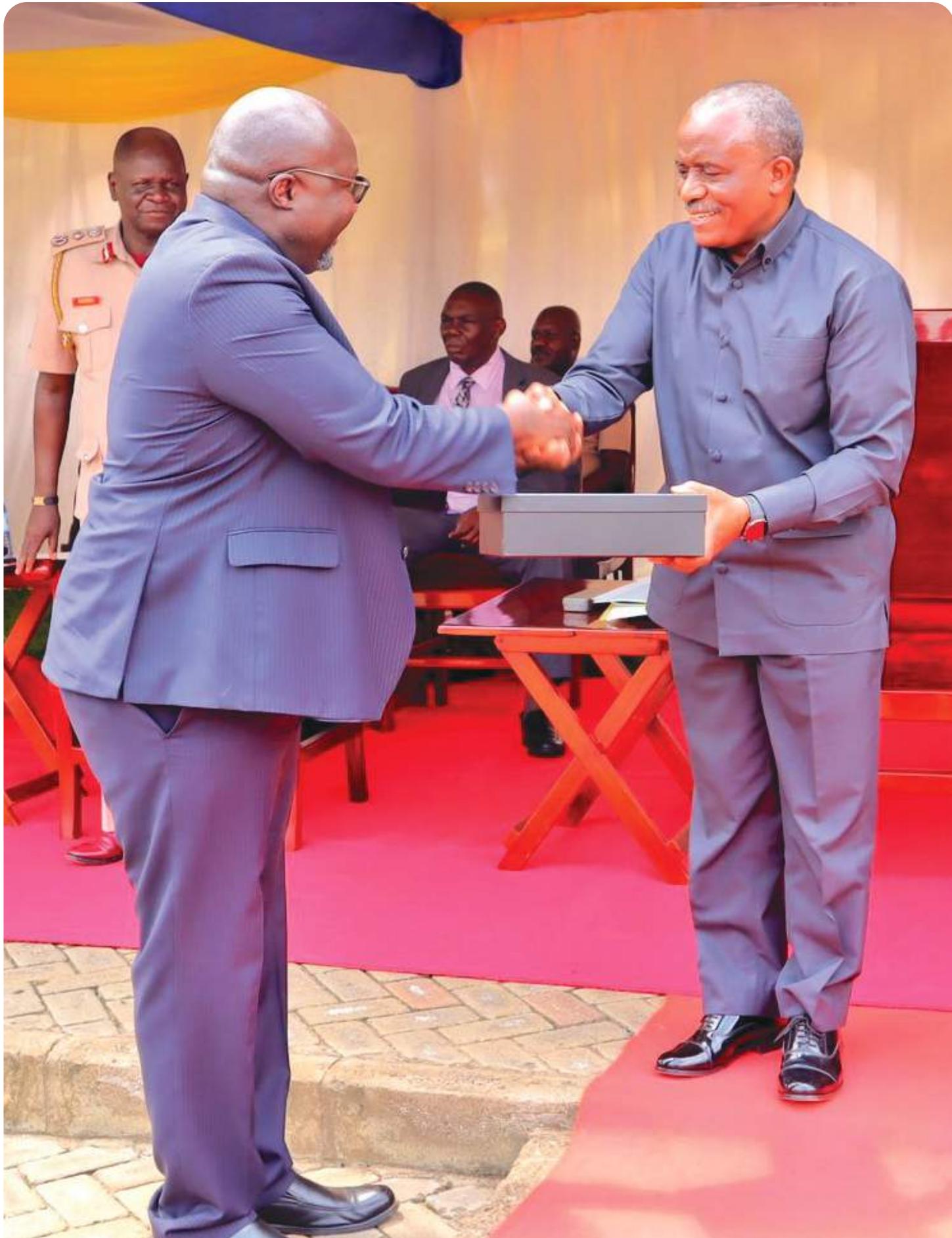
*The Guest of Honour arrives at the Prisons Academy and Training School, Luzira, accompanied by CGP and other dignitaries.*



*CGP J.O.R. Byabashaija interacts with Prof. James Nkata from Uganda Management Institute*



*The pass-out of the fourth ICSC intake not only strengthens the leadership pipeline within UPS but also reinforces the Service's long-term vision of professionalism, operational efficiency, and strategic contribution to national development.*



*Lt. Gen. Joseph Musanyufu receives a token of appreciation from Makerere University in recognition to his tremendous contribution*



*CGP Can. Dr. J.O.R. Byabashaija receives a souvenir from Makerere University*



*Awarding of certificates of course completion to the participants*



*Ag. Commandant PATS, ACP Mary Centenary receives a souvenir from Makerere university*

# FIVE OFFICERS HONOURED FOR EXCELLENCE AT PRISONS INTERMEDIATE COMMAND AND STAFF COURSE PASS-OUT



*PS Lt. Gen. Joseph Musanyufu, Dr. Patricia Achan Okiria, the Deputy IGG, the CGP, and partners from UMI and Makerere University awaiting to award the best performers who were recognised for their exceptional performance during the course*

The pass-out ceremony of the Fourth Prisons Intermediate Command and Staff Course was a moment of pride and celebration as five officers were recognised for exceptional performance during the intensive five-month training programme at the Prisons Academy and Training School (PATS), Luzira. The colourful ceremony brought together senior government officials, Uganda Prisons Service leadership, directing staff, family members and colleagues, all united in celebrating outstanding achievement, discipline and leadership among the graduates. The awards were presented by the Permanent Secretary, Ministry of Internal Affairs, Lt. Gen. Joseph Musanyufu, amid applause and cheers from the audience.

Each award highlighted a different area of excellence, reflecting the diverse skills and values required of modern correctional leaders.



*SP Herbert Kaheru receives the Innovation and Creativity Award for outstanding analytical skills and practical problem-solving*

## **Innovation and Creativity Award – SP Herbert Kaheru**

Superintendent of Prisons Herbert Kaheru received the Innovation and Creativity Award for his exceptional analytical ability and original thinking. Throughout the course, he consistently demonstrated maturity, flexibility and a strong capacity to generate practical solutions to complex challenges. His willingness to go beyond routine expectations earned him praise from both instructors and fellow participants.



*SP Esther Lamunu receives the Commandant's Award for exemplary academic performance, discipline, and her impactful research on the Smart Prisons Dashboard*

## Commandant's Award – SP Esther Lamunu

The Commandant's Award was presented to Superintendent of Prisons Esther Lamunu in recognition of her outstanding academic performance, discipline and integrity. Her service paper titled "Exploring the Use of the Smart Prisons Dashboard in the Management of Staff and Prisoners' Data: A Case Study of the Uganda Prisons Service" was singled out as a valuable contribution that can guide future decision-making within the Service. Her consistency and intellectual depth set her apart throughout the programme.



*SP Job Turyamuhaki receives the Overall Best Participant Award for outstanding dedication, academic excellence and exemplary teamwork*

## Overall Best Participant Award – SP Job Turyamuhaki

The highest honour of the day, the Overall Best Participant Award, was awarded to Job Turyamuhaki for his exceptional dedication and all-round excellence. From the start of the course, he distinguished himself through high-quality academic work, discipline, teamwork and enthusiasm for learning. His broad knowledge and positive influence on colleagues earned him wide admiration and the top accolade.



*The Discipline Award is presented to SP Yusuf Mukembo for consistently demonstrating integrity, self-control and the core values of UPS*

## Discipline Award – SP Yusuf Mukembo

Superintendent of Prisons Yusuf Mukembo was recognised with the Discipline Award for his exemplary conduct, humility and strong moral character. He maintained a positive attitude throughout the training, strictly observed rules and regulations and consistently served as a role model. His self-control and resilience reflected the core values of the Uganda Prisons Service.



*SSP Henry Alone Natwaluma receives the Leadership Excellence Award for exemplary leadership, teamwork and discipline*

## Leadership Excellence Award – SSP Henry Alone Natwaluma

Senior Superintendent of Prisons Henry Alone Natwaluma received the Leadership Excellence Award for his outstanding performance as Course Senior. He demonstrated strong leadership, inspired teamwork and played a central role in fostering unity and discipline among participants. His calm approach, reliability and ability to lead by example marked him out as a natural leader.

Uganda Prisons Service continues to nurture professionalism, leadership and excellence within its ranks. The awards not only celebrated individual achievement but also strengthened the values and standards expected of officers entrusted with leading the Service into the future.



*Ag. Commandant PATS Mary Centenary receives Lt Gen Joseph Musanyufu ahead of the Prisons Service graduation event at the Prisons Academy and Training School, Luzira.*

# CGP CAN. DR. JOHNSON BYABASHAIJA HIGHLIGHTS GROWTH, WELFARE REFORMS AT 4TH PRISONS INTERMEDIATE COMMAND AND STAFF COURSE PASS-OUT



*CGP Can. Dr. J.O.R. Byabashaija is welcomed for the Prisons Intermediate Command and Staff Course pass-out ceremony at PATS, Luzira.*

The Commissioner General of Prisons, Canon Dr. Johnson Byabashaija, has highlighted major milestones and ongoing reforms within the Uganda Prisons Service (UPS), pointing to steady growth in staffing, training, welfare, and infrastructure as key pillars of the Service's transformation.

**D**r. Byabashaija made the remarks during the pass-out ceremony of the 4th Intake of the Prisons Intermediate Command and Staff Course, held at the Prisons Academy and Training School (PATS), Luzira.

Addressing officers, invited guests, and families, the Commissioner General noted that when he assumed office in 2005, UPS had a total staff strength of about 3,000 officers. Today, the Service has grown to 14,925 personnel, which he described as a significant improvement in human resource capacity development.

He attributed this progress to the unwavering support of H.E. the President of the Republic of Uganda, Gen. Yoweri Kaguta Museveni, particularly in recruitment and capacity building. Dr. Byabashaija cited the 2020 recruitment exercise, during which UPS had requested 100 Cadet Assistant Superintendents of Prisons (ASPs) and 1,000 Recruit

Warders and Wardresses. He revealed that the President doubled the request to 200 Cadet ASPs and 2,000 recruits, all of whom were successfully recruited and deployed.

The Commissioner General extended appreciation to the Uganda Police Force and the Uganda People's Defence Forces (UPDF) for their continued support in training and capacity development. He also commended the Directing Staff at PATS, led by the Commandant, for their commitment to delivering quality professional training.

On staff welfare, Dr. Byabashaija highlighted initiatives aimed at improving officers' living standards, including the duty-free shop, which enables staff to access building materials at subsidized prices. He further thanked the Government for the salary enhancement across the Service, noting that the ultimate wage target for warders is UGX 998,000, which is expected to be achieved in the near future.



*Dr. Byabashaija acknowledged the support of partner institutions including Makerere and UMI for their continued contribution in strengthening UPS training programs*

Addressing accommodation challenges, the CGP explained that UPS is rolling out low-cost housing solutions implemented by the Prisons Engineering Gang. He disclosed that over 800 housing units were completed in the last financial year, with an additional 500 units currently under construction in Luzira and other parts of the country. The same low-cost model, he said, is also being used to construct prison units as part of efforts to reduce congestion.

In the area of professional development, Dr. Byabashaija revealed that 174 senior officers have so far completed the Intermediate Command and Staff Course out of a total of 611 eligible officers, leaving a backlog of 437. While acknowledging this as a challenge, he assured officers that the Service is actively addressing it.

He outlined other ongoing and planned training programmes, including the Senior and Junior Non-Commissioned Officers Courses, Junior Command and Staff Course, and Senior Command and Staff Course. He also announced future plans to send officers to the National Defence College for the National Security and Strategic Studies Course.

Dr. Byabashaija emphasized that these initiatives are part of UPS's broader effort to professionalise the Service and contribute to the National Development Plan IV (NDP IV), Uganda Vision 2040, and the country's wider socio-economic transformation, noting that Human Resource Development is a key priority under NDP IV.

He further acknowledged the support of partner institutions, including the Makerere University School of Law and the Uganda Management Institute, for their continued contribution to strengthening UPS training programmes.

Congratulating the graduands, the Commissioner General praised them for enhancing their skills through an operationally focused course that strengthens capacity in key areas such as prisoner delivery to court, inmate discharge, and escape prevention. He reported that UPS currently records a very low escape rate of one escape per 1,000 inmates, expressing confidence that the newly trained officers will help reduce this figure to zero.

Dr. Byabashaija congratulated the officers on successfully completing the course and announced that they would proceed for a two-week recess, after which they will be redeployed to serve in various parts of the country.

# UGANDA PRISONS SERVICE HOLDS 34TH PRISONS COUNCIL MEETING AT KITALYA MINI MAX PRISON



*Members of the Uganda Prisons Council during the 34th meeting held at Kitalya Mini Max Prison*

The Uganda Prisons Service (UPS) has successfully convened its 34th Prisons Council meeting at Kitalya Mini Max Prison, with the session presided over by the Commissioner General of Prisons (CGP), Can. Dr. Johnson Byabashaija, who also serves as the Chairperson of the Council.

In his address, Dr. Byabashaija issued a strong caution to Officers-in-Charge against acts of misconduct, emphasizing that the credibility and public trust of the Uganda Prisons Service are firmly anchored in the pillars of integrity, transparency, and accountability. He reminded officers that leadership at all levels must exemplify professionalism and ethical conduct as clearly stipulated in the UPS Standing Orders.

The CGP congratulated the newly sworn-in members of the Prisons Council, with particular recognition extended to the Heads of Departments (HoDs) at Prisons Headquarters and the Regional Prisons Commanders (RPCs). He commended the RPCs for their continued supervision and oversight of prison units within their respective regions and urged them to further strengthen command, discipline, and performance monitoring to enhance service delivery across the country.

The Prisons Council is a statutory body established under Section 18 of the Prisons Act, 2006, mandated to ensure the efficient organization, administration, and management of the Uganda Prisons Service. The Council plays a critical role in overseeing the implementation of the Prisons Act, institutional policies, and strategic directives issued by the Commissioner General of Prisons.

During the meeting, Dr. Byabashaija, exercising powers conferred upon him under Section 13(2)(d)(i), (ii), (iii) and Section 13(4) of the Prisons Act, Cap 325, formally appointed and swore in the following officers as members of the Prisons Council:

- Ms. Mary Centenary, Assistant Commissioner of Prisons (Ag. Commandant, Prisons Academy and Training School – PATS)
- Mr. Godfrey Mangeni, Senior Superintendent of Prisons (Regional Prisons Commander, North Eastern Region)
- Ms. Anna Kyatuhaire, Senior Superintendent of Prisons (Regional Prisons Commander, Mid Central Region)



*Ag. Commandant PATS ACP Mary Centenary receives instruments of power from DCGP Samuel Akena, council Vice chairperson, following her formal appointment and swearing-in as a new Prisons Council member*

- Mr. Felix Mugasha, Senior Superintendent of Prisons (Regional Prisons Commander, Southern Region)
- Ms. Monica Ninsiima, Senior Superintendent of Prisons (Regional Prisons Commander, Western Region)
- Mr. Ambrose Assimwe, Service Internal Auditor

Under Section 14 of the Prisons Act, the Prisons Council is mandated to perform a wide range of functions, including making appointments and promotions up to the rank of Principal Officer, exercising disciplinary control over officers at or below that rank, advising the Prisons Authority on rank structure, formulating terms and conditions of service, and establishing recruitment and training standards. The Council also determines the types and quality of equipment and supplies, advises on policy formulation and implementation, and ensures efficient administration and the promotion of national character within the Service. To support its work, the Council may constitute committees from among its members.

Established under Section 13 of the Prisons Act, 2006, the Prisons Council is the second highest decision-making organ of the Uganda Prisons Service, subordinate only to the Prisons Authority. Its composition includes the Commissioner General of Prisons as Chairperson, the Deputy Commissioner General of Prisons as Vice Chairperson, all Heads of Directorates and Departments, and all Regional Prisons Commanders. In addition, five members are appointed by the CGP—one Assistant Superintendent

of Prisons (ASP), one Principal Officer, and three Non-Commissioned Officers. The Assistant Commissioner General of Prisons in charge of Prisons Administration serves as the Secretary to the Council.

The 34th Prisons Council meeting reaffirmed the UPS leadership's commitment to strong governance, disciplined command, and professionalism in the administration and management of prisons across Uganda.



*SSP Godfrey Mangeni, receives instruments of power following his appointment to the Prisons Council*



*The Prisons Council, headed by the CGP as its chairperson is the second highest decision-making organ of the Uganda Prisons Service, subordinate only to the Prisons Authority*



*The Prisons Council undertaking one of its key mandates - decision making*



*The 34th prison council in session*



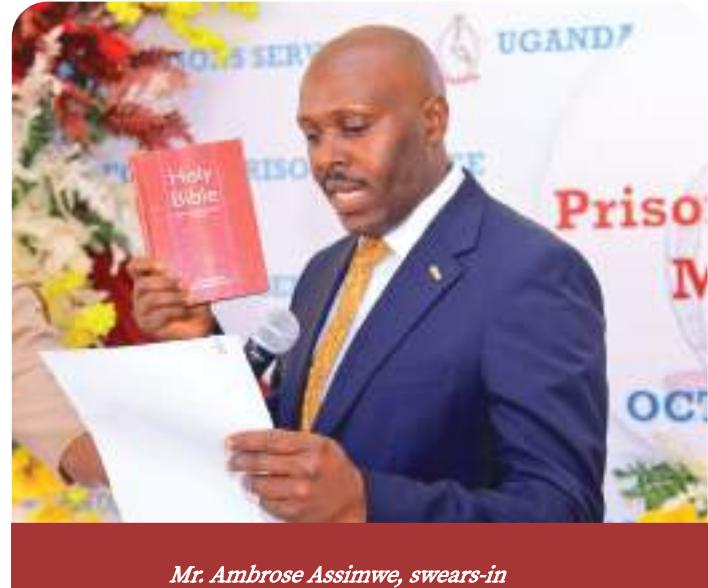
*The Prisons Council is also mandated to perform a wide range of functions, including making appointments, recruitment, and promotion of junior officers*



*The Council also determines the types and quality of equipment and supplies for the service, among others*



ACP Mary centenary swears-in



Mr. Ambrose Assimwe, swears-in



SSP Felix Mugasha takes oath



SSP Godfrey Mangeni takes oath



SSP Anna Kyatuhaire swears-in



SSP Monica Ninsiima swears-in



Members of the Uganda Prisons Council arrive at Kitalya Mini Max Prison for the 34th council meeting.

# NEW DAWN FOR KARAMOJA AS KARAMOJA PEACE AND TECHNOLOGY UNIVERSITY IS UNVEILED



*Leaders and guests dressed in Karamajong cultural wear mark the historic launch of Karamoja Peace and Technology University at Losilang, signaling a new era for education and development in the region.*

A new chapter of hope and opportunity has opened for the people of Karamoja following the official unveiling of the Karamoja Peace and Technology University (KAPATU) at Losilang, North Division, Kotido Municipality. Thousands of residents, leaders and guests gathered to witness the historic moment that signals a turning point for education, peace and development in the region.

**T**he ceremony was presided over by Rt. Hon. Amama Mbabazi, Prime Minister Emeritus, who represented H.E. President Yoweri Kaguta Museveni. The event marked a major step toward addressing long-standing challenges of insecurity, poverty and low access to higher education in Karamoja and the wider Ateker region.

Proceedings began with a solemn Holy Mass led by the Archbishop Emeritus of Gulu Diocese, Rt. Rev. John Baptist Odama, setting a tone of unity and reflection. The function brought together cultural leaders, government officials, academicians, development partners, youth and local communities, all united by the belief that education is key to lasting peace and progress.

## A Vision Years in the Making

The idea of KAPATU dates back to 2014, when the Catholic Lawyers Society International (CLASI) proposed the establishment of a peace-focused

university tailored to the unique realities of Karamoja. Working closely with the Catholic Dioceses of Kotido and Moroto, the vision was shaped into an institution that blends higher education, peacebuilding, indigenous knowledge, technology and human development.

National support for the project gained momentum in April 2023, when KAPATU was formally actualized at the Uganda Episcopal Conference Headquarters in Nsambya. The ceremony was presided over by Vice President Maj. (Rtd) Jessica Rose Alupo Epel, representing the President. In July 2023, the Vice President again represented H.E. the President during the laying of the foundation stone at Losilang, officially setting the university on its development path.

## Government Commitment to Karamoja

In his address, Rt. Hon. Mbabazi emphasized that KAPATU is designed to tackle the root causes of conflict in Karamoja, including poverty,



*SCP Prossy Geraldine Najjuma, leads the Prisons delegation, and is received at Losilang for the official launch of Karamoja Peace and Technology University.*

unemployment and low literacy levels. He noted that the transformation of Karamoja has been a long-standing commitment of the NRM government, dating back to the NRM/A 10-Point Programme.

He further revealed that over USD 200 million has already been secured for major development projects in the region. Among them is the KAPATU ERUPE Presidential Initiative, a large-scale water project aimed at drawing water from Lake Bisina to homesteads, kraals and trading centres across Karamoja.

### **Uganda Prisons Service Support**

The Commissioner General of Prisons was represented by Ms. Prossy Geraldine Najjuma, Ag. Senior Commissioner of Prisons in charge of Industries, who led the Uganda Prisons Service (UPS) delegation. She was accompanied by Mr. Mangeni, Senior Superintendent of Prisons and Regional Prisons Commander for the North Eastern Region, Officers-in-Charge of prisons in the region, and senior officers from Prisons Headquarters.

In line with the Buy Uganda, Build Uganda (BUBU) policy, Prison Industries has already supported KAPATU by supplying high-quality office furniture and branding materials to the main campus. This contribution demonstrates the production capacity and reliability of UPS industries.

UPS continues to play a wider role in Karamoja's development through the establishment of prison units across the sub-region, which strengthen security, rehabilitation and access to justice.

The Service also supports food security through major prison farms at Amita in Abim District and Namalu in Nakapiripirit District.

### **Cultural Touch and Celebration**

The event was further enriched by the presence of The Mighty Prisons Band, which composed and performed the official KAPATU University Anthem, adding a strong cultural identity to the ceremony. The band also performed the Vatican Anthem, giving the occasion a unique and memorable character.

The unveiling of KAPATU stands as a symbol of renewed hope for Karamoja, offering a foundation for peace, skills development and sustainable transformation for generations to come.



*Rt. Hon. Amama Mbabazi, Prime Minister Emeritus, represented H.E. President Yoweri Kaguta Museveni at the event*

## PICTORIAL



*Prime Minister Emeritus Rt. Hon. Amama Mbabazi joins Karamajong cultural leaders and other dignitaries for a group photo at the event*



*KAPATU will enhance skills development and sustainable transformation of the Karamoja region*



*The Prisons delegation, led by SCP Prossy Geraldine Najjuma at the event*



*The unveiling of KAPATU stands as a symbol of renewed hope for Karamoja, offering a foundation for peace in the region*



*Vibrant Karamajong youth perform the Akiriket cultural dance to entertain the guests*



*Karamoja Peace and Technology University will be a strong educational pillar in the region, serving a great pull of the Karamajong population - a long awaited development in the region's education sector*



*The UPS band showcasing rythmical prowess*

# UPS REAFFIRMS ITS ROLE IN PROMOTING NATIONAL STABILITY AND SOCIO-ECONOMIC DEVELOPMENT



*Participants of the UPS sensitization workshop, including senior prisons officers and community leaders, gather for a group photo at Collins Hotel, Mukono, after the event*

The Uganda Prisons Service (UPS) continues to distinguish itself as a key pillar in promoting national stability, peace, and socio-economic development, a commitment reaffirmed during a sensitization workshop held at Collins Hotel in Mukono. The workshop brought together 97 senior prisons officers drawn from the Kampala Extra, Central, and East Central Administrative Regions.

**T**he participants included Regional Prisons Commanders, Regional and District Staff Officers, District Prisons Commanders, Officers-in-Charge and their deputies, religious leaders, and area councillors. The engagement focused on strengthening patriotism, Pan-Africanism, democratic values, and strategic thinking as essential principles guiding professional conduct and leadership within the Uganda Prisons Service.

The workshop was presided over by the Mukono Resident District Commissioner (RDC), Hajjati Fatuma Ndisaba Nabitaka, who highlighted the centrality of character, discipline, and integrity in public service. She reminded officers that opportunities within government institutions are earned through trustworthiness and exemplary conduct, urging them to execute their duties diligently, avoid misuse of authority, and treat all individuals with dignity and respect, regardless of status.

Hajjati Ndisaba applauded the Commissioner General of Prisons for championing women empowerment and gender mainstreaming within UPS, noting with appreciation the growing number of women occupying top leadership positions in the Service. She described this achievement as a clear reflection of inclusiveness and equal opportunity and challenged women leaders to rise to the expectations that accompany their responsibilities.

She further emphasized professionalism and public etiquette, encouraging officers to safeguard their careers through commitment, discipline, and pride in service. The RDC also highlighted government's ongoing efforts to improve the welfare of civil servants, including prisons officers, through phased salary enhancements. In addition, she called upon officers to embrace the Parish Development Model (PDM) as a grassroots initiative designed to promote shared prosperity and reduce poverty at the community level.



*Mukono Resident District Commissioner (RDC), Hajjati Fatuma Ndisaba Nabitaka addresses senior prisons officers*

"Discipline and behavior define a good prisons officer. Avoid misusing opportunities given to you. I wasn't born to be an RDC, but the President trusted me—my opportunity was defined by character, and you can emulate that," she said.

In his address, Mr. Moses Kamugisha, Commissioner of Prisons (Political Commissariat), highlighted the strategic role of Uganda's security architecture in sustaining peace and driving socio-economic transformation. He commended Uganda for building a mission-driven, loyal, and people-centered security establishment, emphasizing that UPS is an integral component of this national framework.

"UPS is a component of the National Security Council. We play a key role before, during, and after election periods," Mr. Kamugisha noted. "As officers, you must remain vigilant, professional, and alert, working in harmony with other security agencies to preserve peace and order."

Drawing from President Yoweri Kaguta Museveni's "Musevenomics" framework, Mr. Kamugisha outlined the four key sectors propelling Uganda's economic transformation: Agro-industrialization, Tourism and Hospitality, Mineral Development, and Science, Technology, and Innovation. He stressed that sustained peace and stability are fundamental to the success of these sectors and the country's journey toward full modernization.

He further emphasized the contribution of the Uganda Prisons Service to national development

through agricultural production, vocational skills training, and human capital development, all of which support Uganda's vision of self-sustainability and social transformation.

Mr. Kamugisha reminded officers of the guiding principles that must shape their conduct, particularly during sensitive political periods. These include creating an environment that enables all citizens to participate freely and fairly, maintaining neutrality while safeguarding national interests, ensuring equal treatment and non-discrimination, applying minimum and proportional force when necessary, promoting transparency and accountability, upholding discipline and subordination to civilian authority, and strengthening coordination with sister security agencies.

He also encouraged officers to embrace Pan-Africanism—the ideology of African unity and self-reliance—and democratic values as foundations of national stability and good governance.

"Security and socio-economic transformation are inseparable. As prisons officers, you are custodians not only of inmates, but of peace, stability and the future of our nation," Mr. Kamugisha said.

The workshop concluded with a strong call for continued professionalism, respect for human rights, neutrality in the execution of duties, and enhanced collaboration with other security agencies, reaffirming the Uganda Prisons Service's unwavering commitment to peace, stability, and national development.



*CP Moses Kamugisha, highlighted the strategic role of Uganda's security architecture in sustaining peace and driving socio-economic transformation.*



*Ms. Hajjati Fatuma Ndisaba Nabitaka emphasized professionalism and public etiquette, encouraging officers to safeguard their careers through commitment, discipline, and pride in service.*



*Prisons officers applaud Ms. Hajjat Fatuma after her communication*



*ACP Mary Centenary interacts with SSP Jimmy Anguzu on ideological principles*



*Observing the national anthems*



*The sensitization workshop underway*



*The question and answer session*



*Prison officers were reminded to observe a great character, discipline, and integrity in public service.*



*CP Moses Kamugisha highlighted the strategic role of Uganda's security architecture in sustaining peace and driving socio-economic transformation.*



*Corporate social responsibility: The representative of the president, RDC Hajjati Fatuma Ndisaba Nabitaka engages in an interaction with senior prisons officers and religious leaders*

# CDF GEN. MUHOOZI KAINERUGABA COMMENDS SECURITY FORCES FOR OUTSTANDING INDEPENDENCE DAY PARADE



*CDF Gen Muhoozi Kainerugaba addresses officers from the UPDF, UPS, Police and UWA during a luncheon in Entebbe, commending their performance in the 63rd Independence Day parade.*

The Chief of Defence Forces (CDF), Gen Muhoozi Kainerugaba, has commended officers from the Uganda People's Defence Forces (UPDF), the Uganda Police Force, the Uganda Prisons Service (UPS), and the Uganda Wildlife Authority (UWA) for their exemplary performance during the 63rd Independence Day celebrations held at Kololo Independence Grounds.

**G**en Muhoozi made the remarks while hosting a luncheon for parade participants at the Special Forces Command (SFC) Headquarters in Entebbe. He described the Independence Day parade as "brilliant," praising the officers for their high levels of discipline, teamwork, coordination, and precision.

"The drills are getting sharper, your turnout is getting better, and the music is improving," Gen Muhoozi said, noting that ceremonial drills are a clear reflection of the overall preparedness, professionalism, and combat readiness of the security forces.

The CDF revealed that several ambassadors and senior government officials who attended the celebrations had also expressed admiration for the parade, describing it as a strong symbol of national unity, organization, and pride. He noted that such displays enhance Uganda's image both locally and internationally.

While applauding the achievements, Gen Muhoozi challenged the forces to raise the bar even higher, particularly in band performances and ceremonial drills, ahead of forthcoming national events.

*"I expect to see even greater improvement during the Liberation Day and Tarehe Sita parades," he urged.*

During the event, the CDF also recognized outstanding individual performance, awarding Assistant Superintendent of Prisons (ASP) Patrick Akol of the Uganda Prisons Service, who served as the Guard Commander for the UPS contingent during the Independence Day parade. The recognition underscored the growing professionalism within the Uganda Prisons Service and the strengthening integration and coordination among Uganda's security agencies during joint national engagements.



*The luncheon at SFC Headquarters in Entebbe brought together officers from UPS, UPDF, Police and UWA, symbolizing appreciation for their discipline, teamwork and commitment to national service.*

The luncheon served as both an appreciation and motivation forum, symbolizing the commitment of Uganda's security forces to excellence, unity, and service to the nation as they continue to play a central role in safeguarding national sovereignty and promoting patriotism.



*The luncheon was a unifying event for the different Ugandan security forces*



*Service above self!*

# UPS SHOWS OFF INMATE SKILLS AND REHABILITATION AT BUSHENYI HIGH COURT OPEN DAY



*The deputy chief Justice Dr. Flavian Zeija is welcomed by senior officers of Bushenyi main prison during the Bushenyi High Court Open Day*

The Judiciary of Uganda recently held the Bushenyi High Court Open Day in the South Western Region under the theme "Enhancing Judicial Accountability and Access to Justice," with the Uganda Prisons Service (UPS) highlighting its work in turning offenders into responsible, law-abiding, and productive citizens.

**T**he Open Day gave the public a chance to see how different justice institutions work and to promote openness in the justice system. UPS used the event to display its rehabilitation and skills training programs for inmates in the region.

During the visit, Deputy Chief Justice Dr. Flavian Zeija toured the UPS exhibition stall, which featured products made by inmates from Bushenyi Main Prison and Bushenyi Women Prison. Items on display included furniture for homes and offices, crafts, scuffs, fabrics, baskets, leather shoes, and other goods made in the prison workshops.

Dr. Zeija praised the high quality of the items and applauded UPS for its focus on helping inmates learn new skills. He said that these programs not only give inmates a way to earn a living after release but also help them change their behavior, reduce repeat offenses, and support access to justice.

Welcoming the Deputy Chief Justice, Mr. Walter Atuzo, Senior Superintendent of Prisons (RPC - SouthWestern) and Ms. Polly Dorcus Abalo, Assistant

Superintendent of Prisons and Acting Officer-in-Charge of Bushenyi Main Prison, spoke about ongoing efforts to train inmates in practical skills, improve their welfare, and prepare them for life after prison. She said UPS is focused on giving inmates opportunities to learn trades and gain experience that will help them support themselves and their families once they leave prison.

Ms. Abalo added that the programs also support national development goals by helping inmates become useful members of society and contribute to their communities.

The Open Day also highlighted the teamwork between the Judiciary and UPS in making justice more fair and transparent. Visitors got to see how rehabilitation programs work and how skills training helps inmates reintegrate into society.

Through events like this, UPS continues to show that prisons are not just about holding people—they are also about helping them change, learn useful skills and return to society as responsible citizens.

# UPS SHOWCASES MAJOR GAINS AT 4TH ANNUAL GOVERNANCE AND SECURITY PROGRAMME REVIEW



*Government stakeholders and development partners, in a group photo during the 4th Annual Governance and Security Programme Review at Imperial Royale Hotel, Kampala.*

The Uganda Prisons Service (UPS) has emerged as a key pillar within Uganda's governance, justice, and security framework, after registering notable progress in infrastructure development, staff welfare, health services, and prisoner rehabilitation. This was highlighted during the 4th Annual Governance and Security Programme (GSP) Review for the Financial Year 2024/25, held today at the Imperial Royale Hotel in Kampala.

**T**he review, conducted under the theme "Enhancing inter-programme coordination and collaboration," brought together key stakeholders from across government. The UPS delegation was led by the Deputy Commissioner General of Prisons (DCGP), Mr. Samuel Akena, accompanied by Assistant Commissioner General of Prisons (ACGP) Eli Muhumuza (Research, Policy, Planning and Projects Development) and ACGP Robert Munanura (Production and Engineering).

## Infrastructure, Health and Staff Welfare Gains

According to the GSP Annual Report 2024/25, the Uganda Prisons Service recorded significant achievements in addressing infrastructure and health challenges. To mitigate congestion and enhance security, UPS completed fencing works for several prison facilities and commenced construction of new prisoners' wards. These include six large wards with a capacity of 100 inmates each and twenty-four smaller wards accommodating 75 inmates each.

In staff welfare, the Service reported that 50 percent of its personnel are now housed, a milestone

that reflects sustained investment in staff accommodation. Additionally, UPS completed the construction of a staff clinic at the Luzira Prison Complex, aimed at strengthening the internal patient referral system and improving access to healthcare for staff and their families.

Health interventions within prisons have also yielded results, with malaria prevalence reduced from 41 percent to 39 percent, reflecting improved disease prevention and management programmes.

## Persistent Congestion and Justice Delivery

Despite these gains, the report underscored that overcrowding remains a major challenge. The current prison population stands at 80,029 inmates, significantly exceeding the designed accommodation capacity of 21,257 prisoners. Nevertheless, the Uganda Prisons Service continues to play a central role in the justice system, producing an average of 1,811 prisoners to court daily.

To address systemic challenges within the corrections sector, UPS has embarked on the development of a National Corrections Policy, intended to provide a comprehensive framework for custodial management, rehabilitation, and reintegration.



*According to the GSP Annual Report 2024/25, the Uganda Prisons Service recorded significant achievements in addressing infrastructure and health challenges.*

## Rehabilitation, Production and National Development

Beyond its custodial mandate, the Uganda Prisons Service continues to contribute to national development and self-sufficiency through expansive production activities. These include food production, cotton growing, and seed multiplication, supporting both institutional sustainability and national food security.

Rehabilitation efforts remain a cornerstone of UPS operations. During the review period, 6,221 offenders received vocational training in various trades, while 12,198 inmates were equipped with agricultural skills, enhancing their prospects for reintegration and reducing recidivism.

## Economic Empowerment and Family Welfare

UPS's commitment to staff welfare extends to economic empowerment initiatives. The Uganda Prisons SACCO now boasts 11,886 members and disbursed UGX 7.415 billion in loans, with 65 percent directed toward education, reflecting a strong focus on human capital development.

In addition, 210 prison units have established staff spouses' projects, including bakeries, piggeries, and poultry enterprises. These initiatives benefit over 3,000 spouses, strengthening household incomes and improving family welfare.

## Strategic Outlook

Looking ahead, the operations of the Uganda Prisons Service are aligned with the GSP Strategic Plan (2025/26–2029/30). The plan prioritizes strengthening the capacity of security agencies to engage in production and value addition, enhancing welfare for security sector personnel, and improving efficiency in the delivery of justice, law, and order services.



*ACGP Robert Munanura arrives for the event*



*The 4th GSP Annual Report 2024/25 highlights that 50 percent of Uganda Prisons Service personnel are now housed, marking a key milestone in staff welfare.*



*Event attendees share a light moment*



*Signing off the 4th GSP Annual Report 2024/25*



*Service chiefs, delegates, and government stakeholders in a group photo with the signed 4th GSP Annual Review reports at Imperial Royale Hotel, Kampala.*



*DCGP Samuel Akena arrives at Imperial Royale Hotel to lead the Uganda Prisons Service delegation at the 4th GSP Annual Review in Kampala.*



*ACGP Eli Muhumuza share a light moment with other criminal justice system actors*



*ACGP Robert Munanura at the event*

# UPS JOINS REGIONAL SECURITY AGENCIES IN BRITISH-LED DEFENCE MANAGEMENT COURSE



*Participants from UPS, UPDF, UPF, regional security agencies, and other delegates in a group photo during the British-led Managing Defence in the Wider Security Context Course*

The Uganda Prisons Service (UPS) has joined other regional security institutions in the ongoing Managing Defence in the Wider Security Context Course, organized by the British High Commission and facilitated by experts from the British Army. The course is aimed at strengthening institutional capacity among East African Community (EAC) member states to effectively respond to evolving and complex security challenges.

**P**articipants have been drawn from the Uganda People's Defence Forces (UPDF), Uganda Police Force (UPF), Uganda Prisons Service (UPS), Kenya Defence Forces (KDF), Tanzania People's Defence Forces (TPDF), and the South Sudan People's Defence Forces (SSPDF). The multi-agency and regional composition of the course reflects the growing need for coordinated approaches to security management across borders.

The British Army brings extensive global experience in strategic defence management, crisis response, and multi-agency coordination, having delivered similar programmes across the Commonwealth and NATO partner states. Their facilitation provides participants with practical exposure to modern defence planning, intelligence-sharing frameworks, and the integration of emerging technologies, including Artificial Intelligence (AI), in national and regional security operations.

UPS's participation in this high-level course underscores its expanding role within the broader national security architecture. With the changing nature of crime, prisons increasingly house high-risk inmates such as terrorists, cybercriminals, and transnational offenders. This reality makes it imperative for prisons officers to understand the intersection between correctional management, intelligence, and national defence.

Through the training, UPS officers are being equipped with skills to enhance intelligence cooperation, prevent radicalization within prisons, and strengthen inter-agency collaboration in managing complex security threats. The course also prepares officers to contribute more effectively to national stability through secure custody, intelligence-led operations, and structured rehabilitation of offenders.



*Participants are guided by a British Army instructor on strategic defence planning, intelligence frameworks, and the use of emerging technologies, including AI, in security operations*

### Integrating Technology and Security

A key focus of the course is the role of technology in modern security operations. Participants are being trained on how AI-driven surveillance systems, biometric monitoring tools, and predictive data analytics can improve threat detection, crisis management, and overall operational efficiency.

For the Uganda Prisons Service, this knowledge directly complements ongoing digital transformation initiatives, including offender management systems, video teleconferencing for court appearances, and intelligence-driven correctional operations. Leveraging such technologies enhances the Service's capacity to securely manage high-risk inmates while contributing to national and regional security.

The course further emphasizes the importance of regional security integration by promoting joint planning, intelligence sharing, and cooperation among defence, police, and correctional services within the East African region.

By participating in this programme, the Uganda Prisons Service is committed to professionalism, modernization, and partnership with regional and international security agencies. As security threats continue to evolve, such initiatives—supported by the expertise and experience of the British Army—are vital in ensuring that all state security institutions, including UPS, remain adaptive, skilled, and prepared to address emerging challenges through coordinated and collective action.



*The training underway*



*UPS's participation in this high-level course underscores its expanding role within the broader national security architecture.*



*ACP Peace Babirye makes her presentation*



*The training underway*



*CP Apollo Akankunda engages in the discussion*



*The training underway*



*Through the training, UPS officers are being equipped with skills to enhance intelligence cooperation, prevent radicalization within prisons, and strengthen inter-agency collaboration in managing complex security threats.*



*A key focus of the training was the role of technology in modern security operations.*

# THE FUTURE OF CORRECTIONS: UPS ALIGNS WITH INTERNATIONAL BEST PRACTICES FOR HUMANE JUSTICE AS THE 27TH ICPA CONFERENCE HELD IN İSTANBUL, TÜRKİYE



*Members of the Uganda Prisons Service delegation join international correctional professionals for a group photo at the 27th ICPA Annual Conference in Türkiye.*

The Uganda Prisons Service (UPS) has joined the global corrections community at the 27th Annual International Corrections and Prisons Association (ICPA) Conference currently taking place in Türkiye. The high-level gathering has brought together correctional professionals, policymakers, researchers, and reform advocates from across the world to exchange experiences, innovations, and best practices aimed at advancing humane, professional, and effective correctional systems.

**H**eld under the theme "Advancing Humane Corrections and Reintegration in a Changing World," the conference provided a global platform for discussions on ethical correctional management, staff wellbeing, rehabilitation, and successful reintegration of offenders into society.

The conference was officially opened by the ICPA Acting President, Mr. David Brown, who delivered a powerful address paying tribute to the late President Peter Severin, a respected global figure in correctional reform whose legacy continues to influence progressive prison systems worldwide. Mr. Brown underscored the enduring relevance of the Nelson Mandela Rules, which this year mark ten years since their adoption as the international benchmark for the humane treatment of prisoners.

He emphasized that the ICPA remains firmly committed to promoting professionalism, integrity, and respect for human dignity within correctional

services, even in times of global uncertainty. "Conferences like this are crucibles of ideas, networks of solidarity, opportunities to learn, to challenge assumptions, and to renew our commitments," Mr. Brown said, echoing Nelson Mandela's call: "Let there be justice for all. Let there be peace for all."

## Focus on Wellbeing, Technology, and Rehabilitation

At the 27th Annual ICPA Conference, participants engaged in focused sessions under the theme "Wellbeing in Corrections: Initiatives for Staff, Systems, and Communities." These sessions explored staff wellbeing, trauma-informed practices, mental health support, rehabilitation technologies, and the use of innovation to improve outcomes for both staff and persons deprived of liberty.

The programme blended expert presentations, regional case studies, hands-on workshops, and small-group exchanges, providing space for practical learning and peer-to-peer engagement.



*The conference reinforced UPS's commitment to the Nelson Mandela Rules, particularly in promoting humane custody, mental health support, and dignity for persons deprived of liberty.*

Delegates also undertook field visits to correctional facilities in Türkiye, where they observed local approaches to staff support, rehabilitation programmes, education, and work initiatives for inmates.

Türkiye's ongoing correctional reforms were prominently showcased, particularly efforts aimed at improving staff welfare, strengthening mental health services, and expanding education and vocational programmes. Discussions consistently highlighted the direct link between staff wellbeing, safe custodial environments, and positive reintegration outcomes after release.

### **Innovation and Virtual Reality in Corrections**

A key highlight of the conference was the demonstration of Virtual Reality (VR)-based learning tools developed through ICPA-partnered transnational initiatives. Through guided virtual experiences, participants explored how immersive technologies can support behaviour change, enhance decision-making, and equip staff with skills to safely manage complex and high-risk situations.

The VR demonstrations focused on critical areas aligned with the conference's wellbeing agenda, including:

- Reducing reactive aggression in prison environments;
- Tools for assessing and managing radicalisation risks;
- Coping and rehabilitation support for probationers with substance use challenges;
- Vocational and educational training for life and work skills;

- Techniques to increase engagement in training and rehabilitation programmes.

These innovations demonstrated how technology can strengthen both staff capacity and inmate rehabilitation by providing safe, controlled environments for learning, de-escalation, and skill development.

### **What the Conference Means for Uganda Prisons Service**

For the Uganda Prisons Service, participation in the 27th ICPA Annual Conference represents a significant step in aligning national correctional practices with internationally recognized standards and emerging global trends. The insights gained directly support UPS's ongoing reforms in human rights compliance, staff welfare, rehabilitation, and digital transformation.

The conference reinforced UPS's commitment to the Nelson Mandela Rules, particularly in promoting humane custody, mental health support, and dignity for persons deprived of liberty. Lessons on staff wellbeing and trauma-informed practice resonate strongly with UPS's efforts to improve working conditions, professionalism, and resilience among prison officers.

Exposure to innovative rehabilitation technologies, including VR-based training and AI-supported programmes, complements UPS's modernization agenda—such as intelligence-led corrections, vocational skilling, and reintegration initiatives aimed at reducing recidivism.

Equally important, the conference strengthened UPS's engagement within the global corrections network, enabling knowledge exchange, partnerships, and benchmarking against best practices from other jurisdictions. This global interaction enhances UPS's capacity to respond to complex correctional challenges, including radicalisation, substance abuse, and high-risk offender management.

By participating in the ICPA Conference, the Uganda Prisons Service is a forward-looking correctional institution committed to professionalism, humane treatment, staff well-being, and effective rehabilitation—key pillars in contributing to national stability, justice and sustainable development.



*UPS delegates proudly showcase Uganda's national colours while attending the International Corrections and Prisons Association Conference in Türkiye.*



*The programme blended expert presentations, regional case studies, hands-on workshops, providing space for practical learning and peer-to-peer engagement.*



*International delegates at the event*

# UPS SENIOR OFFICERS COMPLETE HIGH-LEVEL MASTER CLASS ON CULTURE CHANGE IN PUBLIC SERVICE



*Facilitators engage participants as presentations get underway at the high-level culture change Master Class in Munyonyo.*

Twenty senior officers from the Uganda Prisons Service (UPS) have completed a high-level two-day Master Class on Culture Change in the Public Sector, held at Speke Resort Munyonyo. The delegation was led by Senior Commissioner of Prisons (SCP) Wilson Magomu (Production and Engineering) and deputized by SCP Frank Baine (Cooperation and Corporate Affairs/Service Spokesperson).

The Master Class, conducted from 20–21 November, was organized by Motivation Hub Limited in partnership with the Ministry of Public Service. It brought together senior leaders from various Ministries, Departments and Government Agencies (MDAs) under the theme: "Making Culture Change Work in the Public Sector – Step-by-Step Processes, Frameworks, Tools, Case Studies, and Global Best Practices."

The training focused on strengthening performance-driven and accountable institutional cultures, improving service delivery, promoting urgency and excellence in the execution of government programmes, and using leadership, shared values and clear vision as drivers of lasting change. Participants also examined practical tools and real-life case studies on how to manage and sustain culture change within public institutions.

UPS officers actively engaged in discussions aimed at building a citizen-centered and results oriented public service, in line with

government reforms to enhance efficiency, transparency and accountability.

The Master Class is particularly important for the Uganda Prisons Service because UPS operates in a complex environment where discipline, professionalism, teamwork and ethical conduct directly affect security, human rights, rehabilitation outcomes and public confidence. Culture change at senior leadership level is critical in shaping how policies are implemented on the ground and how officers relate with inmates, the judiciary, sister security agencies and the public.

As UPS continues to modernize its operations, expand infrastructure, improve welfare and professionalize its workforce, leaders must drive a culture that values accountability, results, innovation and service to the nation. The training equips senior officers with the mindset and tools to move the Service away from routine-driven operations towards performance-based management, where results, integrity and impact matter.

The knowledge gained also supports national priorities under the Public Service Reform Programme, National Development Plan (NDP IV) and Uganda Vision 2040, which emphasize efficiency, value for money and quality service delivery. By strengthening leadership culture at the top, UPS ensures that reforms cascade to all levels of the Service, improving morale, reducing resistance to change and enhancing overall performance.



*Senior Prison officers attend the high-level Master Class on culture change aimed at strengthening leadership and service delivery in the public sector.*



*The high-level Master Class underway*

# UPS PARTNERS WITH KARAMOJA PEACE AND TECHNOLOGY UNIVERSITY TO SUPPORT INSTITUTIONAL DEVELOPMENT UNDER BUBU INITIATIVE



*Representatives from Uganda Prisons Service and Karamoja Peace and Technology University in a group photo after signing a partnership MoU under the Buy Uganda, Build Uganda initiative.*

In fulfillment of the Government of Uganda's Buy Uganda, Build Uganda (BUBU) policy, the Uganda Prisons Service (UPS) has entered into a strategic partnership with Karamoja Peace and Technology University (KAPATU) to support the establishment and operational readiness of the new institution.

**U**nder the partnership, Uganda Prisons Service is producing high-quality office furniture for the University's main campus currently under construction in Kotido District. In addition, UPS will supply office flags, ceremonial gowns, a University Mace, and other institutional branding items that symbolize identity, authority, and pride. Adding a unique cultural and symbolic dimension to the collaboration, the Mighty Prisons Band, widely recognized for its musical excellence, has been commissioned to compose the official KAPATU University Anthem.

The partnership was formalized during a ceremony held to present the newly appointed Vice Chancellor, Prof. Rev. Fr. Callisto Locheng, A.J., to University staff and key stakeholders. At the event, the Commissioner General of Prisons was represented by Ms. Prossy Geraldine Najjuma, Senior Commissioner of Prisons (Industries). On this occasion, a Memorandum of Understanding (MoU) was officially signed between UPS and KAPATU,

marking the beginning of a strong institutional collaboration grounded in innovation, local capacity building, and national development.

This partnership aligns with the directive of H.E. the President of the Republic of Uganda, who has consistently urged all Ministries, Departments, and Agencies (MDAs) to procure furniture and related products from Uganda Prisons Industries in order to promote local manufacturing, value addition, and self-reliance. The President is expected to officially preside over the launch of Karamoja Peace and Technology University later this year.

The UPS-KAPATU collaboration adds to a growing portfolio of partnerships between the Uganda Prisons Service and national institutions. UPS has previously supported organizations such as the National Identification and Registration Authority (NIRA), Kampala Capital City Authority (KCCA), All Saints Cathedral Nakasero, Ministry of ICT, Lira University, Kamuli Town Council, Office of the President, Uganda Police Force, Office of the Prime Minister, Soroti City Council, Uganda Broadcasting



*University staff and stakeholders attend the official presentation ceremony of Prof. Rev. Fr. Callisto Locheng, A.J., as Vice Chancellor of Karamoja Peace and Technology University.*

Corporation, and Makerere University, among others. These engagements underscore the Service's expanding role in supporting national development, industrialization, and local enterprise.

Through Uganda Prisons Industries, the Service continues to demonstrate its capacity to deliver quality products while providing vocational skills training to inmates, contributing to rehabilitation, reduced recidivism, and economic transformation.

### **About KAPATU**

Karamoja Peace and Technology University (KAPATU) is a newly established higher learning institution dedicated to advancing peace, innovation, and technological development in the Karamoja sub-region. The University seeks to equip learners with practical skills and transformative knowledge aimed at fostering regional stability, sustainable livelihoods, and inclusive socio-economic growth.



*Prof. Rev. Fr. Callisto Locheng, A.J., joins the Uganda Prisons Service delegation and other delegates for a group photo*



*University leadership, partners and guests pose for a group photo celebrating the appointment of Prof. Rev. Fr. Callisto Locheng, A.J., at Karamoja Peace and Technology University.*



*Under the partnership, Uganda Prisons Service is producing high-quality office furniture for the University's main campus currently under construction in Kotido District*

# BEYOND THE GAME: UPS SPORTSMEN AND WOMEN URGED TO UPHOLD THE PRISONS BRAND AND VALUES



*SCP Frank Baine addresses Uganda Prisons Service sportsmen and women, urging them to uphold the institution's values and brand both on and off the field.*

The Senior Commissioner of Prisons in charge of Cooperation and Corporate Affairs and Service Spokesperson, Mr. Frank Baine, has encouraged sportsmen and women in the Uganda Prisons Service (UPS) to safeguard the image, values, and uniqueness of the Prisons brand, reminding them that every athlete is an ambassador of the institution both on and off the field of play.

Mr. Baine emphasized that sports personnel carry the reputation of the Uganda Prisons Service wherever they compete, and their conduct must at all times reflect the Service's core values of patriotism, professionalism, integrity, unity, hard work and discipline.

He noted that sports within the Uganda Prisons Service have grown tremendously over the years, earning recognition at both national and international levels—an achievement he attributed to the dedication, discipline, and talent of the athletes under the Prisons fraternity.

Drawing guidance from the 1995 Constitution of the Republic of Uganda, Mr. Baine reminded the players of their civic duty to be patriotic, loyal, and supportive of national development. He urged them to contribute positively to their families and communities, promote unity and harmony, respect the rule of law, and take pride in being responsible citizens.

In addition to sporting excellence, Mr. Baine encouraged the athletes to embrace a culture of saving and personal development by engaging in income-generating activities beyond their regular salaries, emphasizing the importance of financial discipline and long-term planning.

He highlighted that the Uganda Prisons Service currently fields ten competitive sports and games teams across various disciplines, including woodball, darts, volleyball, taekwondo, netball, handball, athletics, and football, represented by Maroons Football Club and She Maroons. This diversity, he said, reflects the Service's strong commitment to sports development and talent nurturing.

Mr. Baine also underscored the value of choosing a career within the Uganda Prisons Service, describing it as a rewarding profession that offers job security, stable remuneration, and continued support after retirement through pension and gratuity schemes.

He advised the players to always remember that while active participation in sports is important, there is life beyond competitive play. Being part of the Uganda Prisons Service, he noted, guarantees sustained employment, career growth, and support long after their sporting careers come to an end.



*UPS athletes join visiting senior prisons officers for a group photo following a meeting on promoting professionalism, discipline, and institutional pride in sports.*



*The meeting underway*



*Atheletes were urged to uphold the institution's values and brand both on and off the field*

# CIVIL TRAINING FOR SENIOR OFFICERS: UPS HOLDS LEADERSHIP AND STRATEGIC ORIENTATION IN EASTERN UGANDA



*The civil training brought together RPCs, DPCs, Officers-in-Charge and their deputies, social and health workers and district opinion leaders. These aimed to strengthen patriotism, leadership, africanism, and service delivery across all prison units countrywide*

Guided by the belief that “the strength of a nation rests on disciplined officers who protect its peace, stability and future,” the Uganda Prisons Service (UPS) has conducted a leadership and strategic orientation for senior officers drawn from the Eastern, Mid-Eastern, Iganga and South Eastern regions.

The engagements were held in Soroti City and later in Iganga District, bringing together Regional and District Prisons Commanders, Officers in Charge and their deputies, rehabilitation officers, health personnel, chaplains and counsellors. The sessions aimed at strengthening leadership, discipline and professionalism within the Service, especially during a sensitive national period.

As part of community engagement and coordination, district leadership joined the sessions, including the Resident City Commissioner of Soroti and the Resident District Commissioner of Iganga, reinforcing cooperation between local government structures and security institutions.

The orientation carried a strong message on renewed patriotism, Pan-Africanism and disciplined leadership, values the Service considers vital for national stability and democratic governance. Officers were reminded that professionalism, humility, integrity and loyalty to the Constitution remain the true foundations of career growth in public service.

Key standards guiding the conduct of prisons officers were emphasized. These included:

- Creating an environment that allows citizens to freely and fairly participate in civic and democratic processes
- Remaining neutral, especially during politically sensitive periods
- Treating all persons equally and without discrimination
- Applying only minimum and proportional force where necessary
- Upholding transparency, accountability and discipline under civilian authority
- Strengthening coordination with sister security agencies

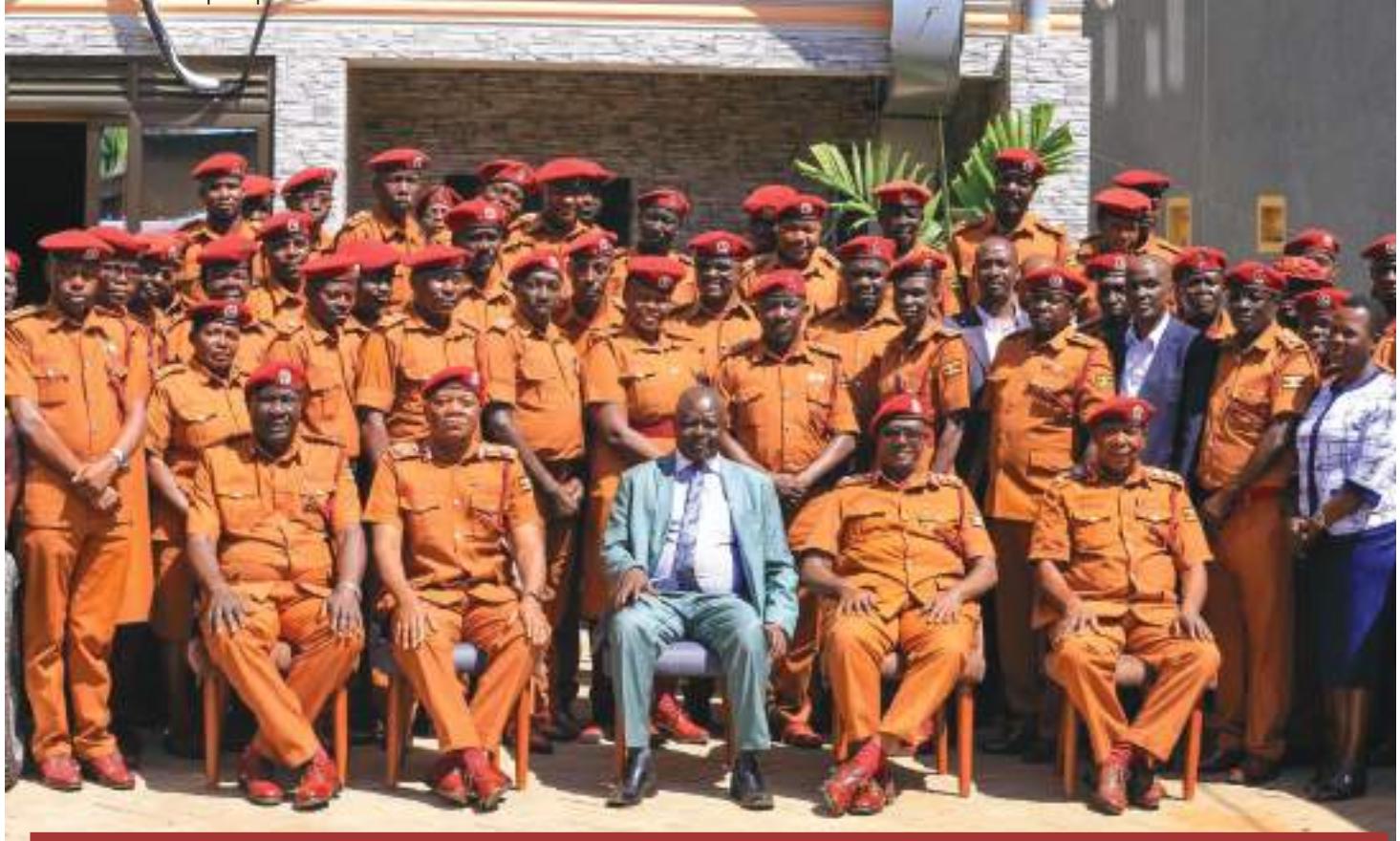
The sessions were led by Mr. Moses Kamugisha, Commissioner of Prisons (Service Political Commissariat), who highlighted the role of security institutions in safeguarding peace and enabling Uganda's social and economic development. He noted that national transformation depends on stability and security, particularly in key sectors such as agro-industrialization, tourism,

mineral development, and science and technology.

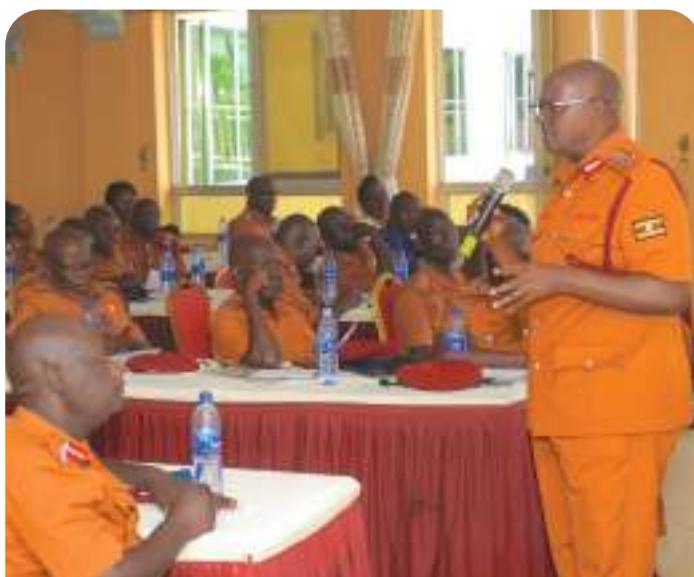
Mr. Kamugisha stressed that the Uganda Prisons Service plays a critical role before, during and after electoral processes, adding that prisons officers are custodians not only of offenders, but also of national order, justice and social progress.

The workshop also reaffirmed UPS's contribution to nation-building through agricultural production, vocational training and human capital development, which support self-reliance, rehabilitation and community empowerment.

Across all sessions, officers were encouraged to embrace Pan-African values of unity, discipline and self-reliance, while maintaining a professional culture rooted in democracy, respect for human rights and service to the people.



*The orientation carried a strong message on renewed patriotism, Pan-Africanism and disciplined leadership, values the Service considers vital for national stability and democratic governance.*



*Prisons officers were reminded to keep discipline in order to protect the nation's peace, stability and future*



*The training underway*



*Prisons officers at the training*



*The workshop reaffirmed UPS' contribution to nation-building through agricultural production, vocational training and human capital development*

# UPS PARTICIPATES IN EAC SECURITY PLANNING CONFERENCE AHEAD OF USHIRIKIANO IMARA 26 EXERCISE



*Regional and national security agencies in a group photo during the EAC security planning conference ahead of Ushirikiano Imara 26.*

The Uganda Prisons Service (UPS) has joined other national security agencies in the three-day Initial Planning Conference for the 14th East African Community (EAC) Command Post Exercise, Ushirikiano Imara 26, held at the Humanitarian Peace Support Training Centre in Nairobi.

The Ugandan delegation was led by Brigadier General Ernest Nuwagaba and included representatives from the Uganda Peoples' Defence Forces (UPDF), Uganda Police Force (UPF), Ministry of East African Community Affairs (MEACA), Immigration, President's Office, Ministry of Defence and Veteran Affairs (MODVA), Ministry of Internal Affairs, and the Uganda Prisons Service (UPS). UPS was represented by CP Akankunda Apollo Bakwate and SSP Doreen Asiimwe Kazoora.

The conference, which ran from November 10 to 13, laid the groundwork for the main Ushirikiano Imara 26 exercise, which aims to enhance the readiness and coordination of EAC partner states in addressing complex security challenges. Key areas of focus include Peace Support Operations, Counter-Terrorism, Counter-Piracy, and Disaster Management, promoting regional stability and integration.

During the conference, participants engaged in joint planning, scenario development, and coordination exercises to ensure seamless execution of multi-agency operations during the upcoming exercise.

## What This Means for UPS

While the Uganda Prisons Service is primarily known for its custodial and correctional responsibilities, participation in the Ushirikiano Imara 26 planning conference underscores its critical role in national and regional security.

**1. Inter-Agency Collaboration:** UPS officers gain practical experience in coordinating with the military, police, and other security agencies, improving information sharing, operational planning, and joint response capabilities.

**2. Managing High-Risk Inmates:** The exercise prepares UPS to handle high-risk inmates such as terrorists, violent offenders, and transnational criminals, ensuring their secure custody aligns with broader national security strategies.

**3. Crisis Preparedness:** Exposure to disaster management and counter-terrorism planning equips UPS officers to respond effectively during emergencies affecting prisons, such as riots, escapes, or attacks targeting facilities.

**4. Professional Development:** Participation provides UPS personnel with insights into modern security practices, regional protocols, and technology-driven operations, enhancing their capacity to perform beyond routine custodial duties.



*The conference laid the groundwork for the main Ushirikiano Imara 26 exercise, which aims to enhance the readiness and coordination of EAC partner states in addressing complex security challenges.*

**5. Supporting Regional Stability:** By integrating into EAC security frameworks, UPS strengthens its contribution to peace, security, and regional cooperation, demonstrating that well-managed prisons are essential to preventing cross-border crime and radicalization.

Through involvement in initiatives like Ushirikiano Imara 26, the Uganda Prisons Service continues to transform into a modern, multi- functional security agency, capable of supporting national security, regional stability, and the rehabilitation of offenders in line with international best practices.

# UPS AND IDLO LAUNCH NATIONWIDE TRAINING ON SEX OFFENDER TREATMENT PROGRAMME



*Prisons officers in a group photo with training facilitators of the nationwide Sex Offender Treatment Programme training conducted in Jinja*

The Uganda Prisons Service (UPS), in partnership with the International Development Law Organization (IDLO), conducted a five-day nationwide training on the Sex Offender Treatment Programme (SOTP) aimed at strengthening the rehabilitation and reintegration of sexual offenders within Uganda's prisons units.

**T**he programme commenced with a session held in Jinja City, bringing together Rehabilitation and Reintegration Officers from across the country. Officers from the East Central, South Eastern, Eastern, Iganga, and Mid Eastern regions have already benefited from the training, with similar sessions scheduled to cover the remaining regions nationwide.

The training forms part of UPS's broader strategy to professionalize correctional work and promote evidence-based rehabilitation practices. It is designed to equip officers with both theoretical knowledge and practical skills required to effectively manage sexual offenders, address their behavioural and psychological needs, and support their safe and structured reintegration into society.

This initiative underscores UPS's ongoing shift from a custodial approach focused solely on confinement to a purpose-driven correctional model that prioritizes rehabilitation, behavioural change, and public safety.

The sessions are delivered through a blended methodology comprising lectures, group discussions,

and case studies, allowing participants to engage in practical, real-life learning. Officers are being trained to conduct comprehensive assessments of offenders' psychological and social needs, implement targeted treatment interventions, and develop individualized reintegration plans aimed at reducing the risk of reoffending.

Sexual offences continue to pose a significant challenge within Uganda's criminal justice system, with correctional facilities managing a growing population of offenders convicted of such crimes. Against this backdrop, the SOTP training represents a timely and strategic intervention by the Uganda Prisons Service to strengthen institutional capacity and promote a rehabilitative approach grounded in professionalism, integrity, and internationally recognized best practices.

By the conclusion of the nationwide programme, UPS anticipates enhanced staff capacity, deeper understanding of sexual offender behaviour, and stronger reintegration mechanisms that contribute to safer communities and more effective offender reform.



*The training highlighted UPS' move towards a purpose-driven approach that emphasizes rehabilitation and public safety.*



*Prisons officers engage in practical sessions*



*Trainees actively participate in discussions on behavioural change and public safety*



*Training Participants follow a presentation on offender rehabilitation strategies, reflecting UPS's focus on transformative correctional practices.*



*Officers take part in interactive sessions aimed at equipping them with skills to implement the Sex Offender Treatment Programme across Uganda.*

# BOOSTING PRODUCTION AND VOCATIONAL TRAINING TO SUPPORT NATIONAL DEVELOPMENT



*UPS officer reviews work by inmates at the modern carpentry workshop in Luzira, part of efforts to enhance production, skills development, and support inmate rehabilitation.*

The Uganda Prisons Service (UPS) continues to make strides in production and vocational training, aligning with the Presidential directive to produce furniture for all Ministries, Departments, and Agencies (MDAs). This initiative supports the government's goal of promoting local production, creating jobs, and reducing import dependence.

**A** major milestone under this program is the expansion of the Luzira-Upper Prisons Carpentry Workshop, completed and fully operational in 2022. The workshop has been upgraded into a modern centre for carpentry and joinery, equipped with state-of-the-art woodworking machinery including automated cutting machines, high-speed planers, moulders, sanders, spray booths, dust extractors, and precision finishing tools. These upgrades have improved efficiency, quality, and safety, enabling the production of durable, well-designed furniture for government institutions, private clients, and other organizations.

UPS emphasizes production as part of rehabilitation, giving inmates practical skills that prepare them for productive lives after release. This approach has turned prisons into centres of learning and productivity, contributing directly to national growth and self-reliance.

During the Financial Year 2023/2024, over 52,000 inmates—including 1,774 women—received vocational training across 128 centres nationwide. More than 1,000 inmates successfully completed

trade tests and earned national certificates from the Directorate of Industrial Training (DIT) and other accredited institutions.

The Uganda Prisons Industries connects training with real-life production, operating nine industrial workshops across major prisons, including Upper, Murchison Bay, and Kitalya Mini Max. These workshops produce furniture, textiles, and uniforms for government ministries, departments, local governments, and public institutions.

The impact of these programs extends beyond training. UPS production enterprises generated Shs. 238.99 billion in Non-Tax Revenue (NTR), contributing significantly to the national economy. Certified skills have enabled former inmates to start businesses, secure jobs, and support their families, with many establishing carpentry shops, tailoring businesses, and other small enterprises.

The vocational program has also reduced idleness, improved discipline, and boosted confidence among inmates. Nationally, the re-offending rate has declined from 14.7% to 13.9%, reflecting steady progress in rehabilitation and reintegration.



*Vocational skilling boosts inmates' employability, equipping them with practical skills to secure jobs and reintegrate into society, reducing recidivism and promoting a safer future.*

UPS's growing partnerships with national institutions—including NIRA, KCCA, All Saints Cathedral Nakasero, the Ministry of ICT, Lira University, Kamuli Town Council, Office of the President, Uganda Police Force, Office of the Prime Minister, Soroti City Council, Uganda Broadcasting Corporation, and Makerere University—demonstrate the Service's key role in promoting national development, industrialization, and local enterprise.

Through these initiatives, UPS is not only transforming prisons into centres of productivity but also supporting Uganda's broader goals of self-reliance, employment creation, and sustainable development.



*Uganda Prisons Service has invested in Modern equipment, including automated cutters and high-speed planers to enhance productivity*



*The upgraded Luzira-Upper Prisons Carpentry Workshop showcases state-of-the-art facilities for high-quality furniture production stations and vocational training*



*Furniture for government, made in prisons*



*Boosting Local Production, Supporting National Development*

# NEW FEMALE INMATES' WARD AT LUZIRA WOMEN PRISON READY FOR COMMISSIONING



*The newly constructed female inmates' ward at Luzira Women Prison can accommodate 350 inmates, providing secure and dignified facilities in line with modern correctional standards*

**The Uganda Prisons Service (UPS) has completed the construction of a new female inmates' ward at Luzira Women Prison, marking a major step in efforts to decongest prisons and improve service delivery. The modern one-floor storied facility is now fully complete and awaiting commissioning.**

**T**he new ward has the capacity to accommodate 350 female inmates in secure, orderly and dignified conditions. It is specifically designed to address the unique needs of women in custody and aligns with modern correctional standards.

The facility is equipped with high-quality sanitary installations, adequate ventilation, wide circulation space and well-arranged bed units to ensure comfort and effective supervision. It also includes dedicated washing areas, private bathing facilities, storage spaces and appropriate lighting, all of which promote hygiene, safety, privacy and dignity for female inmates.

The completion of this ward is very important because it directly addresses prison congestion, which has long strained service delivery and affected inmate welfare. By easing overcrowding at Luzira Women Prison, the new facility will improve health outcomes, reduce the risk of disease, enhance security and create a more stable environment for both inmates and staff.

Equally significant, the ward strengthens UPS's ability to meet the Standard Minimum Rules for the Treatment of Prisoners, particularly those relating to gender-sensitive accommodation, humane living conditions and the protection of vulnerable groups. Improved living conditions also support rehabilitation and reintegration efforts, as inmates housed in decent environments are more receptive to counseling, skills training and behavioral reform programs.

The project was constructed by the Prisons Engineering Gang using locally mobilized materials, in line with the low-cost infrastructure strategy initiated by the Commissioner General of Prisons under the guidance of H.E. the President. This approach promotes self-reliance, cost efficiency and optimal use of internal technical capacity while delivering durable and high-quality infrastructure.

Beyond infrastructure, the new ward contributes to staff welfare and operational efficiency by improving supervision, reducing pressure on existing facilities and enabling better

management of inmates. It also demonstrates UPS's growing capacity to deliver sustainable infrastructure solutions that support national development goals. The completion of the Luzira Women Prison ward adds to the strong infrastructure momentum recorded by UPS over the past five years. Across the country, similar projects have been completed or are ongoing, collectively contributing to reduced congestion, improved inmate welfare, enhanced security and better overall performance of the Uganda Prisons Service.



*The newly completed female inmates' ward at Luzira Women Prison can accommodate 350 inmates, providing secure and dignified facilities in line with modern correctional standards.*



*The ward's interior fitted with beds made by prisons industries*



*Luzira Women Prison's upgraded ward combines modern facilities and amenities to enhance the welfare of female inmates.*

# LUZIRA WOMEN MAXIMUM SECURITY PRISON AT GLANCE



*The Main Building of Luzira Women's Prison, housing the administration block, ICT and reception installations, inmate visitation wing and sanitary facilities, among others, stands as a modern correctional structure.*



*Well-maintained grounds and thoughtfully designed infrastructure at Luzira Women Prison contribute to a correctional setting that prioritizes dignity, safety, and rehabilitation.*

# AGRO-INDUSTRIALIZATION FOR VALUE ADDITION IN UPS IS TAKING SHARP

The 6,000MT twin grain processing silos at Lugore & Ruimi Prison Farms are 100% COMPLETE—now awaiting official commissioning. This game-changer boosts value addition, cuts post-harvest losses, empowers prison farms and fuels food security & exports.



*The completed twin grain silos at Lugore and Ruimi Prison Farms are set to enhance post-harvest management, empower prison farms, and contribute to national food security and exports.*

# FHRI-BUSHENYI LEGAL AID OFFICE HOLDS 2ND CHAIRPERSONS AWARD CEREMONY



*Institutional representatives, and individuals recognized for excellence in justice delivery, gather for a group photo during the 2nd Chairpersons Award Ceremony in Bushenyi.*

The Foundation for Human Rights Initiative (FHRI) – Bushenyi Legal Aid Office has held its 2nd Chairpersons Award Ceremony, recognizing outstanding performers in the delivery of justice across Greater Bushenyi.

**T**he awards honored key institutions and individuals who have shown commitment, professionalism, and integrity in promoting access to justice and upholding the rule of law. Among those recognized were the Resident Judge-Bushenyi, the Chief State Attorney, Resident District Commissioners (RDCs), LCV Chairpersons, Magistrates, as well as Police and Prison Officers who have played a critical role in justice delivery within the region.

The Uganda Prisons Service (UPS) was among the awardees, a recognition of its continued contribution to the justice system, particularly in ensuring the safe custody of offenders, producing inmates before courts as required, supporting court processes and upholding human rights standards.

Receiving the award, Officers in Charge Prisons in the South Western Region committed to working closely with the Judiciary, Prosecution, Police, and other justice actors to strengthen access to justice for all. The recognition reflects the Service's dedication to professionalism, accountability and respect for human rights in the administration of justice.

The FHRI Chairpersons Award aims to encourage cooperation among justice sector institutions and to motivate duty bearers to maintain high standards of service delivery in Greater Bushenyi.

# COMMISSIONER GENERAL OF PRISONS CHAMPIONS STAFF WELFARE THROUGH THE CGP CUP INITIATIVE – 2025



The CGP Cup plays a vital role in promoting the overall wellbeing of staff by creating a structured platform for physical activity and positive engagement. In a demanding service like the Uganda Prisons Service, regular participation in sports helps staff maintain physical fitness, which is essential for endurance, alertness, and long-term health.

The Commissioner General of Prisons (CGP) Can. Dr. Johnson Byabashaija, continues to show extraordinary commitment to the wellbeing of officers across the Uganda Prisons Service. Through the CGP Cup 2025, he has created a platform that not only celebrates sport but also strengthens teamwork, unity, discipline, and overall staff welfare. His leadership is proving that caring for people is the foundation of a strong and motivated service.

In the North Western Region, the CGP was represented by Mr. Leni Ndori, Assistant Commissioner of Prisons (Regional Prisons Commander – North Western), who praised the officers for their enthusiasm and commitment. He highlighted the importance of the CGP Cup in promoting wellness, morale, and teamwork while urging teams to play fairly and uphold the spirit of the competition. The semi-final at the Openzizi Playgrounds saw Greater Koboko Group of Prisons put on a commanding performance to defeat Greater Adjumani Group of Prisons 4-1.

Goal scorers for Greater Koboko:

- Kidega Francis (2)
- Olanya Bosco
- Odwar Emmanuel

James Oyuu scored the lone goal for Adjumani.

In netball, Greater Koboko completed a clean sweep with a narrow 9-8 victory, in a match that kept fans on their feet until the final whistle.

The second semi-final in the region is scheduled for this coming weekend and will feature Greater Nebbi

Group of Prisons against Greater Arua Group of Prisons, a clash expected to draw strong support and high excitement.

## South Western Region: Mbarara Main and Nyabuhikye Book Final Places

The 2025 edition of the CGP Cup officially began in the South Western Region, marking another exciting chapter in Uganda Prisons Service's commitment to promoting physical fitness, teamwork, and unity among staff.

The tournament was officially launched by Mr. Walter Atuzo, Senior Superintendent of Prisons (Regional Prisons Commander – South Western Region), who served as Chief Guest on behalf of the CGP.

He praised the CGP for introducing the tournament, highlighting its role in promoting fitness, teamwork, and camaraderie among staff. Mr. Atuzo assured officers of his commitment to build a strong regional team and revealed plans to expand the competition to include more sports such as shooting, tug of war, and volleyball, to encourage wider



Beyond physical health, the CGP Cup significantly contributes to mental wellbeing. The daily pressures of custodial work can lead to stress, burnout, and emotional fatigue. Competitive but friendly sports provide an effective outlet for stress, helping staff relax, reset their minds, and return to duty more focused and motivated.

participation and talent development.

All prisons within the South Western Region are actively taking part in this year's edition, with teams already showing impressive competitiveness and enthusiasm.

#### **Group A Results:**

- Mbarara Main 0 : 1 Bushenyi Main
- Kakiika 2 : 0 Isingiro
- Mbarara Main 5 : 1 Isingiro
- Bushenyi Main 2 : 0 Kakiika
- Kakiika 1 : 2 Mbarara Main

In the South Western Region, the semi-finals delivered top-class football as Mbarara Main Prison and Nyabuhikye Prison Farm earned their places in the regional final.

#### **Results:**

- Nyabuhikye Prison Farm 2–1 Bushenyi Main
- Kiburara Prison Farm 1–2 Mbarara Main Prison

Both teams displayed discipline, sharp passing and strong teamwork, qualities that carried them through hard-fought matches. Their victories have set up a highly anticipated regional final, with supporters already looking forward to another intense contest.

#### **South Eastern Region: Skill, Grit and Tight Competition**

In the South Eastern Region, the CGP was represented by Mr. Jimmy Anguzu, Senior Superintendent of Prisons (Service Sports Officer), who encouraged teams to give their best while emphasizing that the CGP Cup is about promoting discipline, unity, and wellbeing among officers.

He reminded officers that participating in sports is not just about winning, but also about building bonds, maintaining fitness, and strengthening teamwork across stations.

The region has provided football fans with exciting and closely fought matches, with teams showing great determination and pride.

#### **Football Results:**

- Jinja Main 1–0 Jinja Rural
- Jinja Remand 2–1 Buyende
- Jinja Main 2–1 Kamuli

After these results, Jinja Remand and Jinja Main sit joint top of the standings with 6 points each, though Jinja Remand holds a slight advantage with a goal difference of +2. Kamuli follow with 3 points, while Jinja Rural (1 point) and Buyende (0 points) complete the table.

In netball, Jinja-based teams continue to dominate. Jinja Main lead with 6 points, showing consistency and teamwork, followed by Jinja Women with 3 points. Jinja Remand and Kamuli are still pushing for their first victories in the category.

#### **Sports and Health Go Hand in Hand**

Beyond the competition, the CGP Cup continues to play a wider role in staff welfare. During the North Western Region games, a medical camp was conducted, offering free health services to staff, their families and members of the surrounding community. Services included HIV testing and counselling, malaria screening, blood pressure and diabetes checks, dental care, and health education.



*Blood donation formed part of the staff welfare initiatives during the CGP Cup 2025, with UPS officers contributing to community health.*

This initiative reflects the service's holistic approach to welfare, where physical fitness, mental wellbeing and preventive healthcare are treated as equally important.

### **Why the CGP Cup Matters**

The CGP Cup is a key welfare programme that:

- Promotes physical fitness and mental wellbeing among officers
- Strengthens teamwork, discipline and unity across stations and regions
- Reduces work-related stress through healthy recreation
- Encourages positive interaction between staff and surrounding communities

Through sport, officers build bonds beyond duty stations, improve morale, and renew their sense of pride and belonging to the Service.

As the tournament moves closer to the national stage, excitement continues to build. The CGP Cup 2025 is proving once again why it must remain a permanent feature on the Uganda Prisons Service calendar — as a platform for talent, unity, wellness and pride in service.



*The tournament strengthens teamwork and cooperation among officers from different stations and regions, fostering trust, effective communication, and a shared sense of purpose that enhances coordination at work*



*The CGP Cup reinforces discipline and respect for rules, promoting professionalism, ethical conduct, and adherence to core Service values both on and off the field.*



*By bringing officers together outside formal duty settings, the tournament builds unity and a sense of belonging, breaking rank barriers and strengthening camaraderie across the Service.*



*The competition encourages positive lifestyle choices, motivating officers to embrace physical fitness, healthy habits, and behaviors that improve wellbeing and productivity*



*The CGP Cup provides a platform for talent identification and personal growth, boosting confidence, recognition, and morale among participating officers.*



*Through competition and recognition, the tournament enhances morale and motivation, contributing to higher job satisfaction and renewed commitment to duty.*



*The CGP Cup further enhances leadership and mentorship by providing a platform where senior officers guide, inspire, and nurture younger staff through teamwork and fair competition*



*Overall, the CGP Cup is a strategic welfare initiative that strengthens staff health, unity, discipline, and morale, reinforcing a resilient and effective UPS workforce*

# MAROONS FC'S EARLY UGANDA PREMIER LEAGUE CAMPAIGN: PERFORMANCE, TABLE POSITION, FORM AND TACTICAL IDENTITY



*The Jailers' first-team squad prepares for action before a league match*

Maroons Football Club have made a steady and encouraging start to the 2024/25 StarTimes Uganda Premier League, with clear signs of growth under head coach Abdallah Loi. While results in the opening matches were mixed, the team has gradually found balance and direction, largely due to a clear tactical shift that is beginning to pay off.

**T**he season opened with a 1–0 defeat away to BUL FC, a close contest that showed Maroons were organised but short of goals. The response was positive in the armed forces derby against UPDF FC, where the Jailers secured a 2–1 win at Bombo Barracks Military Playground through goals from Dickson Niwamanya and Ivan Mayanja. That victory lifted confidence and set the tone for improvement after the FIFA international break.

Maroons then lost 2–1 away to Police FC, before settling for a 0–0 draw at home against Calvary FC. Another goalless draw followed against URA SC, underlining the team's discipline at the back. A 2–1 loss away to Vipers SC came next, but Maroons matched the league giants for long spells and remained competitive.

A major breakthrough arrived at Maroons Stadium, Luzira, where Maroons recorded a strong 3–0 victory over Lugazi FC. Rogers Walugembe struck in the first minute, Jackson Nunda doubled the lead before halftime, and Ivan "Di Maria" Asaba added the third late on. The performance showed better movement, quicker passing, and greater confidence in attack.

That result was followed by a 1–1 draw with NEC FC, before Maroons claimed a hard-earned 1–0 home win over SC Villa. Ivan Mayanja scored inside the opening minute, assisted by Baden Mujahid. The match was tense and physical, with both sides reduced to ten men after red cards to goalkeeper Simon Tamale and Villa defender Geoffrey Lubangakene. Despite the setback, Maroons defended strongly, with substitute goalkeeper Matovu Hassan helping the team see out the win.

## Tactical System

A key feature of Maroons' early season has been coach Abdallah Loi's new 3–2–3–1–1 system, which is beginning to suit the squad well.

At the heart of the system is a three-man defence made up of Edward Kabona, Borris Onogi, and Derrick Basoga, who provide cover, strength, and good organisation at the back.

On the flanks, Emmanuel Obua operates as the left wing-back, while Mujahid Ogoma Baden plays on the right wing-back. Their role is vital, offering width in attack while also tracking back to support the defence. Their energy has helped Maroons stay compact without losing attacking options.



*The Jailers rejoice after scoring, highlighting teamwork and attacking intent*

In midfield, Ivan Mayanja, Brian Nkuubi, Jamal Ssemwogerere, Ivan Asaba, and Jackson Nunda have shared responsibility for controlling play, breaking up opposition attacks, and supplying the forwards. Mayanja, in particular, has been influential, scoring key goals and leading play from the middle.

Up front, Raymond Walugembe has provided pace and direct threat, benefiting from the freedom created by the shape of the team.

#### Table Position and Form

After 10 matches, Maroons sit 8th on the Uganda Premier League table with 12 points, level with Express FC and NEC FC.

- Played: 10
- Won: 3
- Drawn: 3
- Lost: 4
- Goals scored: 9
- Goals conceded: 9
- Goal difference: 0
- Points: 12

The Jailers are only five points behind fifth-placed Kitara, showing that the race in mid-table remains very tight.

Maroons' recent form reads: L – W – D – W – L, reflecting strong home performances but the need for more consistency, especially away from Luzira.

#### Outlook

With the 3-2-3-1-1 system settling in and players understanding their roles better, Maroons FC look well placed to improve further. If the team can add

more goals to their game while keeping their defensive shape, the Jailers have a realistic chance of pushing higher up the Uganda Premier League table as the season continues.



*Un stopable! There they go, the Mbili Mbili stars*



*Maroons FC first-team players strike a stunning pre-match photo formation*

## MAROONS SOCCER ACADEMY - HOLIDAY PROGRAM 2025

### Where Tomorrow's Stars Begin Their Journey

This holiday, give your child the gift of world-class football development with Maroons Soccer Academy - the home that has produced some of Uganda's finest talents, celebrated both locally and on the international stage.

From December 1st to January 31st, boys and girls aged 3 to 17 will enjoy a transformative football experience featuring:

- Fun, competitive games
- Age-tailored skill development
- Guidance from top-tier Maroons FC coaches
- A safe, supportive, and inspiring environment
- Daily high-quality training sessions

Be part of a legacy. Be part of excellence. Be part of Maroons.

An advertisement for Maroons Soccer Academy. It features two young boys in Maroons Soccer Academy uniforms, a logo, and text encouraging registration. The text includes "MAROONS SOCCER ACADEMY", "Maroons Soccer Academy", "3-17 Years Old", "Register Now", and contact numbers for Head Coach Mr. James Omondi (0781500168) and CEO Mr. Rodrick Muhumusa (0703600609).

**MAROONS SOCCER ACADEMY**  
Maroons Soccer Academy

3-17 Years Old

**Register Now**

0781500168  
Head Coach Mr. James Omondi

0703600609  
CEO Mr. Rodrick Muhumusa

# SHE MAROONS FC SHOW STRONG FIGHT AND GROWTH IN FUFA WOMEN SUPER LEAGUE



*The She Maroons line up for a pre-match photo moment, ready for kickoff*

**She Maroons FC have put up a solid and encouraging performance in the opening round of the 2025/26 FUFA Women Super League, showing discipline, teamwork and clear progress under head coach Maxwell Okello.**

**A**fter 10 matches played, She Maroons sit 4th on the league table with 15 points, firmly in the race among the top teams in the country. Their record stands at 4 wins, 3 draws and 3 losses, with a goal difference of +5, a sign of balance between attack and defence.

## Match Results and Form

She Maroons began the season with a tough run of fixtures against strong sides. They opened with a 0–0 draw against She Corporate FC at home, followed by a 3–1 away loss to Amus College WFC. Another draw came at home against Lady Doves FC (0–0), before a difficult 2–0 loss away to Kawempe Muslim Ladies, the current league leaders.

Despite these early challenges, the team responded well. A 2–1 home win over Makerere University WFC showed improvement, even though it was followed by a 1–0 away loss to Rines SS WFC.

She Maroons then produced one of their best performances of the season with a 2–0 home victory over Kampala Queens FC, one of the league's strong sides. That result boosted confidence and belief within the squad.

The team followed this with a 1–1 draw away to Olila High School WFC, before ending the first round on a high note with a 2–0 win over St. Noa Girls FC at home on 6th December 2025.

Their recent form reads: W – D – W – L – W, showing a team that has grown stronger as the season has progressed.



*UPS senior women's team, the She Maroons, prepare for action ahead of a league game*

### **League Table Position**

As at Matchday 10, She Maroons FC are placed 4th on the table:

- Played: 10
- Won: 4
- Drawn: 3
- Lost: 3
- Goal Difference: +5
- Points: 15

They trail leaders Kawempe Muslim Ladies FC by 10 points but are only three points behind third-placed Kampala Queens FC, keeping their hopes alive for a strong finish in the season.

### **Team Performance and Key Players**

Under coach Maxwell Okello, She Maroons have shown good organisation, especially in defence, while improving their attacking play as matches go on. The team has been strong at home and more competitive away from home compared to previous seasons.

Goalkeeper Proscovia Adongo has been reliable between the posts, while captain Joweria

Babirye has provided leadership and calmness across the pitch. The defence, led by players like Shakira Nagudi, Lillian Veronica, Masinde and Justin Najjuko, has worked hard to keep the team compact.

Kauthara Naluyima, Lilian Mutuuzo, Fiona Lucy Atono, Racheal Nassimbwa, and Faith Apio have played key roles in linking play and supporting the attack. Players such as Judith Sanyu, Lillian Kasubo and Immaculate Kizza have contributed with goals and movement.

With the first round completed, She Maroons FC have laid a strong foundation. The team has shown character, especially after setbacks, and continues to improve with every match. If they maintain consistency, improve away form and keep their home strength, She Maroons have a real chance of finishing among the top teams in the FUFA Women Super League this season.

Coach Maxwell Okello and his players will now look ahead with confidence as they push for even better results in the second round.

# DOWN THE MEMORY LANE



*July, 2023: Gen (Rtd) Kahinda Otafire, Hon. Minister for Internal Affairs, and Comptroller General Dr. Johnson Byabashaija pose for a group photo with 20 prison officers during the first pass out of the Prisons Intermediate and Staff Command Course at the Prisons Academy and Training School in Luzira. Since then, the service has witnessed significant improvements in professionalizing its leadership.*

## ORBITUARY

The Commissioner General of Prisons announces the deaths of fallen Comrades



**F/NO:11570** Sgt/Wdrss  
**YUNIA GRACE**  
 Mid Central-Kibaale  
**B:** 14th Nov 1976  
**D:** 05th Nov 2025



**F/NO: 21640** Wardress  
**NALUGGWA FAUSTA**  
 Kampala Extra-Sports  
**B:** 16th Dec 1996  
**D:** 21st Nov 2025



**F/NO: 12029** Sgt/Wdr  
**ORYEMA GEOFFREY**  
 Kampala Extra - Murchison Bay  
**B:** 15th Mar 1980  
**D:** 11th Nov 2025

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