



REPUBLIC OF UGANDA

MINISTRY OF INTERNAL AFFAIRS

Uganda Prisons Service



PUBLIC PERCEPTION SURVEY REPORT
DEPARTMENT OF CORPORATE AFFAIRS
October, 2025



FOREWORD

The management structure of the Uganda Prisons Service (UPS) is composed of six (6) Directorates: Cooperation and Corporate Affairs; Administration; Correctional Services; Production and Engineering; Human Resource Management and Planning; and Research, Policy Development. The Directorate of Cooperation and Corporate Affairs is tasked with promoting and safeguarding the image of the institution. It is also directly responsible for monitoring and evaluating public satisfaction with service delivery. Within the Department of Corporate Affairs, regular public perception surveys are conducted to assess performance.

Between 2023 and 2025, a public perception survey was carried out to identify institutional strengths, highlight areas for improvement, and generate actionable insights that will guide management in enhancing the effective implementation of the Service's mandate. A total of 1,273 respondents participated in the survey, drawn from a representative sample of the general public and stakeholders within the Justice, Law and Order Sector. Data collection was done using a structured questionnaire that included both quantitative and qualitative elements. The response rate was an impressive 100%, indicating high levels of engagement.

Key findings revealed a generally positive perception of the institution's services. Notably, 92.1% of respondents indicated familiarity with its core functions, while 92.0% expressed interest in learning more about the full scope of services offered. Additionally, 83.2% of the public reported accessing information through various platforms, including print media, broadcast outlets, and social media.

Based on these insights, several recommendations were made:

1. Enhancing communication channels
2. Promoting balanced and accurate coverage in the media
3. Instituting an Open Day for greater public engagement
4. Fostering attitude change among staff and stakeholders
5. Ensuring the effective implementation of the Client Charter

This survey has provided valuable feedback that will support strategic planning and institutional development. Continued engagement with stakeholders and periodic perception assessments are essential to tracking progress and sustaining a positive public image.

In conclusion, these findings serve as a call to action for all staff to uphold our mandate and contribute meaningfully to the social and economic transformation of Uganda.

For God and My Country.

A handwritten signature in black ink, appearing to read 'J.O.R Byabashaija', with a large, stylized flourish underneath.

Canon Dr. J.O.R Byabashaija

Commissioner General

Uganda Prisons Service



ACKNOWLEDGEMENT

The Directorate of Cooperation and Corporate Affairs (CCA) would like to express its sincere gratitude to all those who contributed to the successful completion of this Perception Survey Report.

First and foremost, we thank the respondents who took time to participate in the survey and provided honest and valuable feedback. Your insights were crucial in helping us understand perceptions on the key issues under study.

We are also grateful to the leadership and staff of different departments in the JLOS Sector for their guidance, cooperation, and support throughout the data collection and reporting process. Special thanks go to the research and data analysis team for their commitment and professionalism.

This report is a collective effort, and we sincerely appreciate the objective contributions of everyone Involved.

The Office of the Commissioner General is outstandingly appreciated for leadership, guidance and funding. The directorate of CCA is pledging commitment to filling the identified gaps and strengthening the existing good practices.

A handwritten signature in black ink, appearing to read "Dr. George Muge".

Dr. George Muge

Assistant Commissioner General Prisons (In charge of Cooperation and Corporate Affairs)



HEAD OF DEPARTMENT'S NOTE

This Uganda Prisons Service Public Perception Survey was conducted to assess the stakeholders' perceptions regarding key aspects of UPS in the field of the public's knowledge of the UPS vision, mission, mandate and services; the public's access to information about Uganda Prisons Services; the public perceptions regarding UPS execution of its mandate and the public level of satisfaction with the services provided by UPS.

The objective was to gain insights into how stakeholders view the organisation's values, management practices and internal processes; and identify areas of strength as well as opportunities for improvement. Data was collected through a structured questionnaire distributed across the selected districts and stakeholders, with responses analyzed both quantitatively and qualitatively. The findings revealed prevailing attitudes, opinions and concerns towards UPS, offering a foundation for strategic interventions aimed at enhancing service delivery, engagement, productivity, and organizational alignment to national objectives.

The Corporate Affairs Department believes that it delivered satisfactory results that the entire Uganda Prisons Service will use to improve its image and service delivery.

Frank Baine Mayanja

Senior Commissioner of Prisons (In charge Department of Corporation and Corporate Affairs)

ABBREVIATIONS AND ACRONYMS

ACGP	Assistant Commissioner General of Prisons
CA	Corporate Affairs
CCA	Cooperation and Corporate Affairs
CGP	Commissioner General of Prisons
CSOs	Civil Society Organizations
DCGP	Deputy Commissioner General of Prisons
DD	Deputy Director
DIR	Directorate
FGD	Focus Group Discussion
Fig.	Figure
FGDP	Focus Group Discussion Participant
HODs	Heads of Departments
JLOS	Justice, Law and Order Sector
KI	Key Informant
KII	Key Informant Interview
KMs	Kilometers
LCs	Local Councils
LG	Local Government
MS	Micro-Soft
NGOs	Non-Governmental Organizations
PR	Public Relations
PRO	Public Relations Officer
QA	Quality Assurance
SCP	Senior Commissioner of Prisons
Std.	Standard
SPSS	Statistical Package for Social Scientists
ToRs	Terms of Reference
UHRC	Uganda Human Rights Commission
UPS	Uganda Prisons Service

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1.0 THE APPROACH AND METHODOLOGY TO THE STUDY OBJECTIVES

1.1 Uganda Prisons Services

Uganda Prisons Service is a component of the criminal justice system responsible for administering the sentences of convicted offenders sentenced to imprisonment and providing custody for individuals who have been remanded by the courts of Uganda.

With a mandate that is rooted in Article 215 of the Constitution of the Republic of Uganda¹, the Prisons Act, 2006², the United Nation Minimum Rules for Treatment of Offenders (1955)³ among others, UPS is charged with the role of providing safe, secure and humane custody of prisoners and rehabilitation of offenders into law-abiding and productive citizens and envisages itself as a Centre of excellence in providing human rights-based correctional services in Africa.

Vision

A Centre of excellence in providing human rights based correctional services in Africa.

Mission

To provide safe, secure, and humane custody of offenders while placing human rights at the Centre of their correctional programmes.

Functions and Mandate of UPS

The Prisons Act, 2006 provides spells out the duties of the UPS as to protect, promote and fulfill the rights of those incarcerated. Section 5 of the Prisons Act 2006 provides the functions of UPS as follows: -

¹ *Constitution of the Republic of Uganda, Article 215*

² *The Prisons Act, 2006*

³ *United Nations Office on Drugs and Crime (2015). United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules). Vienna International Centre, P.O. Box 500, 1400 Vienna, Austria*

- To ensure that every person retained legally in a prison is kept in humane, safe custody, provided in court when required until lawfully discharged or removed from prison.
- To facilitate the social rehabilitation and reformation of prisoners through specific training and educational programmes.
- To facilitate the re-integration of prisoners into their communities.
- To ensure performance by prisoners of work reasonably necessary for the effective management of prisons.
- To perform other such functions as the Minister after consultation with the Prisons Authority, may from time to time assign to the service⁴.

1.1.1 Rationale and objective of the Public Perception Survey

The importance of a positive public image to the Uganda Prisons services is highly important because it greatly influences the level of public confidence in correctional and criminal justice system of Uganda.

Public confidence is fundamental to the operations of the criminal justice system because the system depends on the participation of victims and members of the public who also participate as witnesses, beneficiaries of the system as well as instruments for offender rehabilitation through Community Correction. Members of the public interact with the criminal justice system in a variety of ways. The survey will therefore seek to assess if according to the public UPS is perceived to be operating and keeping within its mandate; and meets the public's expectation of the UPS.

It's against the above backdrop that UPS wishes to assess the public's perceptions of the Uganda Prisons services.

⁴ *The Prisons Act, 2006 (4)*

1.2 Objective of the Study

The objective of this survey was to conduct a public perception survey of Uganda Prisons Services that would inform the UPS future decisions relating to service delivery and the public. Specifically, the public perception survey achieved the following:

- Assessed the public's knowledge of the UPS vision, mission, mandate and services Delivered;
- Assessed the public's access to information about Uganda Prisons Services,
- Assessed the public perceptions regarding UPS execution of its mandate;
- Assessed the public Level of satisfaction with the services provided by UPS; i.e. the services that are satisfactory and those that are not with reasons why?
- Provided recommendations on what should be done to ensure effective service delivery;
- Assessed the performance of UPS Versus the other JLOS organs;

Public perception survey was a way to measure the opinion of a large population by studying a random sample of that population using in-depth interviews and focus group discussions. It is an essential piece of the puzzle when trying to uncover what people really think.

Public perception was really important because it:

- Identifies the information required to address organizational and service issues. This is because the information gathered can be used to inform on the strengths, weaknesses and opportunities that an organization can use to better its service delivery and satisfy the beneficiaries.
- Weighs public understanding and opinion on a particular issue. It helps the services/goods providers to realize what and how much importance people attach to certain things so they can focus their provision on relevant issues.

- Reflects public concerns, beliefs and values. The way people perceive things is different and thus the public perception survey enables us know how the public reacts to certain interventions/ activities and thus know their response.

1.3 The PR Offices' Understanding of the Study Objectives

The PR's Office approach and methodology to addressing the study objectives provided credible and useful information that enabled the documentation of public knowledge, access to information, perception and satisfaction with UPS services and informed UPS future planning/decision-making for better service delivery. Below is a brief study matrix that organised the key issues the study addressed and the plans for collecting information.

Key Area of Study	Focus Key issues that were discussed during the Process	Methods of Data Collection
<i>Assessing the public's knowledge of the UPS vision, mission, mandate and services Delivered</i>	<p>One of the major challenges facing the operational effectiveness of UPS is the inadequacy in information availability of the services rendered or required to be provided by UPS. This directly affects the perception of the public about the responsibilities and jurisdiction of UPS and causes challenges in managing public expectations. The study shall seek to identify what is known about the core values, vision, mission, mandate and services delivered by UPS.</p> <p>Issues that were assessed included but not be limited to;</p> <ul style="list-style-type: none"> • What is the vision, mission and mandate of UPS? • What is the public's understanding of the vision, mission and mandate? • Do the mission, vision and mandate clearly inform the public about the duties and responsibilities of UPS? • Are these known to the public? And how do they perceive them? • What services is UPS providing or not that are encompassed in its vision, mission and mandate? • Is there a way of creating improved awareness of the public's knowledge of the UPS vision, mission, mandate and services delivered? 	<ul style="list-style-type: none"> • In-depth review of literature; • Key Informant Interviews with key individuals including but not limited to CSOs, individuals from other JLOS organs such as the Ministry of Justice and Constitutional Affairs, probation officers, the police • Individual interviews.
<i>Assessing the public's access to information</i>	<p>The main focus here was not only on analyzing whether the information is available but also whether it can be easily accessed by the respective users. Issues that were assessed included but not</p>	<ul style="list-style-type: none"> • In-depth review of literature;

Key Area of Study	Focus Key issues that were discussed during the Process	Methods of Data Collection
<i>about Uganda Prisons Services</i>	<p>be limited to;</p> <ul style="list-style-type: none"> Identifying how much information is available about UPS via the different sources that people can acquire. The PR Office also sought to identify which sources are being used by UPS to make this information available such as broadcast services, magazines, leaflets, internet, etc. Was the information available via the different sources legitimate and reliable? Does the public fully understand UPS' mandate basing on the available information? Does the information provided depict a clear picture of UPS? What is the easiest source of access to information concerning UPS and related services? Which source is most commonly used by people to access information? How affordable are the information sources to the public? Are these sources of information wide spread such that information can be easily acquired even by those in rural areas? How often do people access this information? 	<ul style="list-style-type: none"> Key Informant Interviews with key individuals including but not limited to CSOs, individuals from other JLOS organs such as the Ministry of Justice and Constitutional Affairs, probation officers, the police, Individual interviews.
<i>Assessing the public perceptions regarding UPS execution of its</i>	<p>The main point of focus here was how the public is cognizant of the procedures, roles, responsibilities, parties and activities involved in the execution of UPS mandate i.e. how well is UPS performing in relation to their mandate and functions? Is UPS</p>	<ul style="list-style-type: none"> In-depth review of literature; and Key Informant

Key Area of Study	Focus Key issues that were discussed during the Process	Methods of Data Collection
<i>mandate.</i>	<p>excellent in performing its functions and executing its mandate? Specifically, the PR Office sought to establish the public's perception of the following;</p> <ul style="list-style-type: none"> • Is UPS providing safe, secure and humane custody of prisoners? • Is UPS facilitating the rehabilitation and reformation of prisoners through training activities and educational programmes into law abiding and productive citizens? • Is it facilitating re-integration of prisoners into their communities so as to successfully continue lives as normal and better people after incarceration? • Is UPS ensuring that the performance and conduct by prisoners is reasonable and acceptable for the effective management of prisons? • Are prisoners' human rights being upheld in prison and not violated just because they are criminals? <p>Basing on the information gathered, we were able to understand emerging issues and necessary actions so that the public or beneficiaries of UPS services realize the intended results to be achieved by upholding the UPS mandate and performing the respective functions.</p>	<p>Interviews.</p> <ul style="list-style-type: none"> • Focus Group Discussions.

Key Area of Study	Focus Key issues that were discussed during the Process	Methods of Data Collection
<i>Assessing the public Level of satisfaction with the services provided by UPS; i.e. the services that are satisfactory and those that are not with reasons why?</i>	<p>Key issues that were captured mainly related to the best practices. i.e. what works well and what does not work well and why? The survey among others discussed; the degree to which services provided by UPS have been satisfactory or not to the public and if they have met their needs, if there have been any changes in practices and attitudes of service providers to benefit the target groups, who is or has benefited and in what ways? The indication of satisfaction/dissatisfaction with the direction of UPS.</p> <p>This specifically looked at;</p> <ul style="list-style-type: none"> • How often the participants have interacted with the UPS system? • How satisfactory are the services provided? Which services are satisfactory or not satisfactory? And why? • Based on their knowledge about the services offered by UPS, is it better now, the same or worse than before? • Identifying the ways and services which UPS can improve on. And how they can enhance their services in order to better meet the public needs? • Identifying what UPS has put in place to deliver satisfactory services? • What major changes has UPS made that are working towards provision of better services? • To what extent does the public agree with how UPS performs its functions and executes its mandate? 	<ul style="list-style-type: none"> • In-depth review of literature; • Key Informant Interviews; • Individual Interviews and; • Focus Group Discussions.

Key Area of Study	Focus Key issues that were discussed during the Process	Methods of Data Collection
	<ul style="list-style-type: none"> • What level of improvement or deterioration have the public faced after directly or indirectly interacting with the UPS system? • Does the public consider UPS important to society and why? • How often has UPS rightfully upheld its mandate and what benefits were realized by the public from their services? <p>We were able to establish the extent to which UPS is conforming to the expectations and needs of the public and beneficiaries.</p>	
<i>Recommendations on what should be done to ensure effective service delivery.</i>	<p>The office assessed the levels of technical and organizational development knowledge, skills and attitudes and if they are applying them in order to strengthen the delivery of services and how the public reacts to them.</p> <p>Focus was put on recommendations to;</p> <ul style="list-style-type: none"> • Improve the performance of UPS, relationships with other JLOS organs, • Improve the implementation arrangements/approaches and information availability and accessibility. It is expected to guide us to; <ul style="list-style-type: none"> ✓ Assess the level of efficiency and effectiveness in upholding the UPS mandate, performing their functions and achieving their objectives; ✓ Identify the steps being taken by UPS and other related bodies to deliver better services and improve perception by the public; 	<ul style="list-style-type: none"> • Individual Interviews; • Key Informant Interviews and; • Focus Group Discussions

Key Area of Study	Focus Key issues that were discussed during the Process	Methods of Data Collection
	<ul style="list-style-type: none"> ✓ Identify challenges faced by UPS in ensuring the effective, efficient and beneficial provision of services; and make recommendations to address the challenges; ✓ Improve the infrastructure and social utilities availed to prisoners to enable their humane custody and rehabilitation; ✓ Recognize what UPS should do in order to be perceived better and more accurately by the public and other key individuals. <p>The PR Office documented the recommendations and suggestions to inform decision-making for future UPS activities and programmes. Considering external factors that have influenced their performance, we made practical and valid recommendations to enhance the achievement of UPS's mandate and functions.</p>	
<i>Assess the performance of UPS Versus the other JLOS organs.</i>	<p>The PR office evaluated and assessed the extent to which UPS's strategies, programmes, and intervention activities were aligned with its functions and mandate relative to other organs providing related services and fulfilling their functions and mandates. This enabled us to:</p> <ul style="list-style-type: none"> • Assess the various activities and interventions that are being 	<ul style="list-style-type: none"> • In-depth review of literature; • Key Informant Interviews;

Key Area of Study	Focus Key issues that were discussed during the Process	Methods of Data Collection
	<p>undertaken by UPS to ensure that it upholds its mandate.</p> <ul style="list-style-type: none"> • What other JLOS organs are known to the public and what they do? • Identify what activities UPS is undertaking as compared to other JLOS organs and how relevant they are to the achievement of best results and performance? • Identify what areas UPS is succeeding/failing to perform, (that are also undertaken by other JLOS organs?) • How does the public rate UPS in comparison to other JLOS organs? • Assess the capability of UPS in providing services. • Assess how UPS is performing at a national level. • Identify factors affecting its performance and how they can efficiently be dealt with. • Analyze the performance of other JLOS organs. • Know the extent to which UPS has achieved its objectives and how the public has benefited from the rendered services. 	

1.4 Description of the Proposed Approach and Methodology to the Assignment

1.4.1 Study Design:

The Public Relations Office employed a descriptive cross-sectional study design using highly participatory mixed methods of data collection i.e., both qualitative and quantitative methods of data collection and analysis was used in addressing the survey objectives.

1.4.2 Study Area:

The public perception survey specifically targeted the population in the administrative regions of UPS (16 districts) i.e. Kampala (Kampala Extra Region), Kampala- (Central Region) Mukono (East central Region), Mubende (South Central Region), Jinja (South Eastern Region), Mbale (Eastern Region), Soroti (Mid East Region), Moroto (North Eastern Region), Gulu (Northern Region), Lira (Mid-North Region), Arua (North Western Region), Masindi (Mid-West Region), Fort Portal City (Western Region), Masaka (Southern Region), Mbarara (South Western Region) and Kabale (Kigezi Region) districts of Uganda.

1.4.3 Targeted Respondents

The study targeted the following groups;

- Family, friends and colleagues of offenders
- Complainants and victims of crime
- Community leaders
- Community members
- Civil society organizations, faith-based organizations and volunteers
- Government and JLOS officials
- Prison workers

1.4.4 Sampling Method and sample size determination.

Both Random and Non-random methods of sampling were used in determining the sample of respondents to participate in the study. Non-random methods, i.e., purposive sampling, were used in the identification of key informants and participants of the Focus Group Discussion (FGD).

Random sampling methods:

The definitive sample size to be considered for the study was determined and agreed upon with the reference team at inception. However, with the public as the basic sampling unit, we used the simple random sampling method to determine the sample size of respondents to participate in the individual interviews. The Taro Yamane (1967) formula, shown below, was used to ensure that all the respondents had equal chances of being selected. The sample obtained was the number of participants.

$$n = \frac{z^2(1-p)}{z^2(1-P) + N(e)^2}$$

Whereby; N is the number of total targeted beneficiaries in each district (community sites of operation). “e” is the level of precision. z = the value of the standard normal variable given the chosen confidence level. P is the proportion or degree of variability/success estimated (Yamane, 1973)⁵.

Substituting into the above formula;

$$N = 1.96^2 * 0.500 * 0.500 * 4,739,307 / 1.96^2 * 0.500 * 0.500 + 4,739,307 * 0.03^2 = 1067 \text{ HHs}$$

⁵ Yamane, Taro. (1973), *Statistics: An Introductory Analysis*. London: John Weather Hill, Inc.

Table 1.1: Distribution of the Sample Across the Districts

District	Number of Households	Number of samples
Kampala	469,625	132
Mukono	145,575	67
Mubende	151,985	70
Jinja	460,653	132
Mbale	109,537	50
Soroti	290,928	92
Moroto	22,506	10
Gulu	425,094	90
Lira	89,297	41
Arua	775,080	80
Masindi	281,753	65
Fort Portal	463,744	96
Masaka	75,306	35
Mbarara	460,748	182
Kabale	517,476	107
Total	4,739,307	1067

Note: These are figures from the census 2014⁶.

⁶ Uganda Bureau of Statistics 2016, *The National Population and Housing Census 2014 – Main Report*, Kampala, Uganda

1.5 Description of the approach to the public perception survey:

The approach to the assignment was done in 3 stages, i.e. (i) Planning and inception, (ii) Data collection, (iii) Data analysis, Synthesis and Reporting. The Proposed 3 key phases for executing this assignment were in line with the scope of work as indicated in the work plan that was followed.

Phase	Activities
Phase 1: Inception phase	<ul style="list-style-type: none">• Kick off meetings;• Compilation and preliminary review of documents;• Determining and agreeing on the sample size;• Identifying the key stakeholders to be consulted;• Designing and agreeing on the study tools;• Recruitment and training of research assistants and supervisors;• Pre-test of tools and make suggestions on revision of tools;• Agreeing on the visit/meeting schedules with the key stakeholders• Make adjustments and finalize the tools; and• Preparation and submission the final inception report.
Phase 2: Data Collection/Field Visits	<ul style="list-style-type: none">• In-depth review of literature;• Conduct Key informant interviews (KIIs);• Administer individual questionnaires; and• Conduct Focus Group Discussions.
Phase 3: Data Cleaning, analysis and Synthesis and reporting.	<ul style="list-style-type: none">• Data cleaning, analysis and synthesis;• Prepare and submit a Draft Report by the public relations office UPS;• Present the Draft Report to stakeholders;• Incorporate comments generated from the UPS team and key stakeholders during the presentation;• Prepare and Submit Final Report and code books and clean data set.

I. Phase 1: Inception phase:

Phase one of the survey mainly focused on planning the execution of the assignment. This included kick off meetings, compilation and preliminary review of document, designing and agreeing on the study tools, determining and agreeing on the sample size, identifying the key stakeholders to be consulted, recruitment and training of

research assistants and supervisors, pre-test of tools and suggestions on revision of tools, making adjustments and finalizing the tools. Activities undertaken in this phase informed the preparation and submission of the draft and final inception reports that marked the end of this phase.

ii. Phase 2: Data Collection/Field visits:

To address the objectives and indicators of this survey, the PR Office used highly participatory and consultative techniques involving document review, key informant interviews, case studies, and household interviews using a structured and semi-structured household survey tool.

Both primary and secondary data were collected using both qualitative and quantitative techniques so that all the task questions can be answered. The data collection techniques included:

a) Document Review:

The PR Office conducted an in-depth desk-based review of all relevant and related documentation like relevant the constitution of the Republic of Uganda (Article 215), Prisons Act, 2006; United Nation Minimum Rules for treatment of offenders (1955), sector reports, other technical documents, Monitoring and Evaluation frameworks, budgets, so they provided reflective information about the mandate of UPS, and survey study objectives. The data from these supplementary sources will supplement the data from the primary sources.

b) Key informant interviews:

Key informants were purposively identified with the approval of the UPS team. Interviews were conducted with focal persons at various levels. KIIs solicited key information regarding the public perception of Uganda Prison Service, targeting individuals who are knowledgeable about the services offered by UPS and their

opinions on information availability and access, level of satisfaction, and recommendations for better service delivery.

c) Individual Interviews:

The PR Office developed questionnaires that were administered to the respective respondents. This exercise of data collection specifically captured information from participants who were directly or indirectly affected by the services rendered by UPS.

These captured demographic information such as gender, age, level of education, marital status, as well as give responses to key issues that included but not be limited to knowledge about UPS mandate, the level of satisfaction with the services provided by UPS, their opinions on the relevance and usefulness of services provided, their access to and use of information on Uganda Prison Services, the performance of UPS in alignment to its objectives, functions and mandate, etc.

d) Focus Group Discussions (FGDs):

For purposes of this survey, purposively selected categories of individuals formed Focus Group Discussions (FGDs) at the community level, and a total of 16 FGDs were conducted across all the districts (one per district). An interview guide with a few questions was developed and administered to the group of 8-12 members.

The FGDs consisted of members of the general public from the sampled area district. They participated in these FGDs to enable the collective gathering of data and to avoid repetitiveness of responses that would occur in case of the administration of individual interviews in the prisons.

Information collected from the Focus Group Discussions was analyzed and triangulated with the data from other sources to enable us to draw conclusions on the perception of UPS by the public.

iii. Phase 3: Data cleaning, analysis, synthesis and reporting:

a) Data Analysis and Reporting

Data Coding, cleaning, and entry, analysis and Synthesis of information

Quantitative data from the questionnaires was entered and exported to SPSS 17 to support the analysis. Additionally, quantitative data from the various reports was entered into MS Excel for analysis. All quantitative data was then analysed using descriptive statistics, e.g., mean, frequencies, percentage, totals, and cross-tabulations generated in SPSS 17 and MS Excel where necessary.

Qualitative data on the other hand was typed in MS-Word 2013 and analyzed and synthesized mainly using NVivo qualitative data analysis software. Qualitative data will mainly be analyzed using thematic analysis (i.e., using radial diagrams to present main themes and sub themes, explanation building, and conclusions), discourse analysis technique and content analysis technique.

In certain instances, direct quotes, pictorial evidence, and case studies/ stories from stakeholders were used; the entire process involved data deduction, displaying data, and drawing conclusions.

Information from the quantitative and qualitative analyses was triangulated and synthesized to inform the writing of the report.

b) Writing and Presentation of the Draft Report

After synthesis and interpretation of the information from different sources, the PR Office produced a well-written draft report in a format agreed upon with the UPS team at inception. The draft report was presented by the UPS Public Relations team and stakeholders, where adjustments and comments were made on it. The draft report was in a format as directed by UPS.

c) Final Report

A Final report incorporating valid observations, comments, and recommendations received from the stakeholders and UPS members during presentation and after review of the draft report would be produced and submitted to the Commissioner General's Office for approval and sign off.

1.5.2 The Proposed Work Plan

The PR Office followed a well-laid work plan for this survey which is presented in the appendices of this report.

1.5.3. Quality Assurance:

Quality Assurance:

The overall purpose of quality management (QM) was to ensure that the PR Office provided as required in the Terms of Reference provided by Uganda Prisons Services. The PR Office developed a Quality Assurance procedure to enable it to provide appropriate mechanisms to guarantee competent delivery from its team. It ensured that these services, which were provided by a multi-disciplinary team, came together as a coherent set of activities with consistent outputs. The approach to the development of a quality management system was to identify and present key landmarks in the progress of the assignment, together with a set of performance indicators based on the key deliverables as defined in the tender document. An approach to Quality Management comprised five levels:

a) A Completeness and Correction Criteria; this gave the Programme teams and reference Programme teams a common expectation upfront of what was required for each deliverable to be accepted. It gave a procedure for correcting errors and completing tasks being undertaken.

b) Daily quality assurance; activities were carried out by the PRO and Team Technical Specialists, where specific skills were required as part of their ordinary work. This

guaranteed that the activities designed to ensure the overall processes used to create the deliverables were of high quality. This part of the quality plan is broken down into two subsections—procedures and control roles and responsibilities. This included elements of programme management, technical advisory functions, planning, and monitoring. Thus, this aspect of QA would not require separate planning as it was contained in the overall work plan, and as it was addressed as part of the inception report

c) Quality Control; This was issued to record and track the ongoing activities that the training teams will perform. This section is also broken down into subsections for procedures and control roles and responsibilities. This is where you would list third-party audits, checklists to ensure all parts of a process were completed, and deliverable approvals.

d) Management and administrative support was provided by core staff, who responded to activities and needs at the Program level as they arose.

e) A Quality Assurance Specialist; peer-review all deliverables and provide management support to the team leader. This involved coordination of the study team, drafting individual team ToRs, and ensuring that outputs are delivered in a timely manner.

2.0: HOUSEHOLD PERCEPTION OF THE UPS

2.1 Demographic Characteristics

The study recorded the background characteristics of the respondents, ranging from the districts that they were sampled from to individual physical characteristics, as presented below:

2.1.1 Districts

Table 2.1 District Distribution

District	Frequency	Percentage (%)
Kampala	144	11.3
Mukono	67	5.3
Mubende	71	5.6
Jinja	135	10.6
Mbale	50	3.9
Soroti	92	7.2
Moroto	15	1.2
Gulu	93	7.3
Lira	41	3.2
Arua	80	6.3
Masindi	65	5.1
Fort Portal	96	7.5
Masaka	35	2.7
Mbarara	182	14.3
Kabaale	107	8.4
Total	1273	100.0

Source: Primary Data

The findings in Table 2.1 indicate the distribution of respondents according to the districts that were sampled by the study. The distribution indicates that it was generally fair, whereby there was no single district that took the majority (51.0%+) of the respondents. Additionally, the distribution was provided according to the population of the sampled districts and the sampling formula subjected to the districts' population, hence this fair distribution. Having a sample that indicates none of the districts dominating participation in the survey implies an evenly distributed participation in the survey, which improved on the substantiated information that was representative of the country towards the views and opinions on the Uganda Prisons' public perception.

2.1.2 Language used

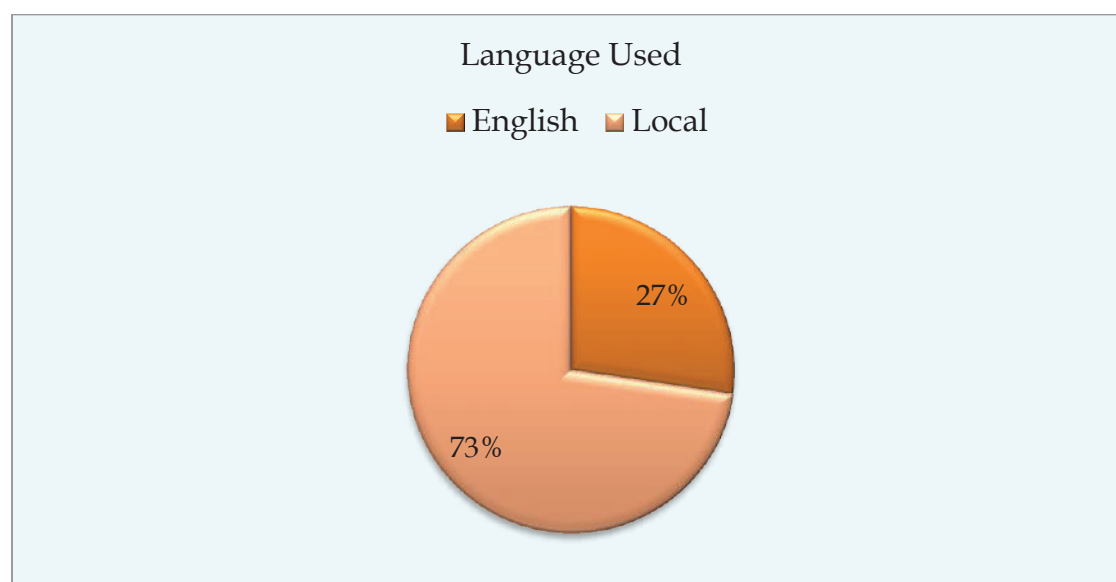


Figure 2.1: Language Used

Source: Primary Data

The study was intentional on the use of language during the encounter and engagement of the respondents. The team leader ensured that the research assistants who directly participated in the data collection exercise were recruited from the very districts where the data collection exercise took place. This was done with the intention of ensuring that the respondents understood the asked questions in the languages that they best

understood. The results in Figure 2.1 indicate that the majority of the respondents (73.0%) responded in their mother tongues (Ugandan local languages), and 27.0% responded in English. This indicates that the language use enabled the study to attain its goal through ensuring that the respondents understood the asked concepts in their languages, hence providing substantial information to the study.

2.1.3 Sex of the Respondents

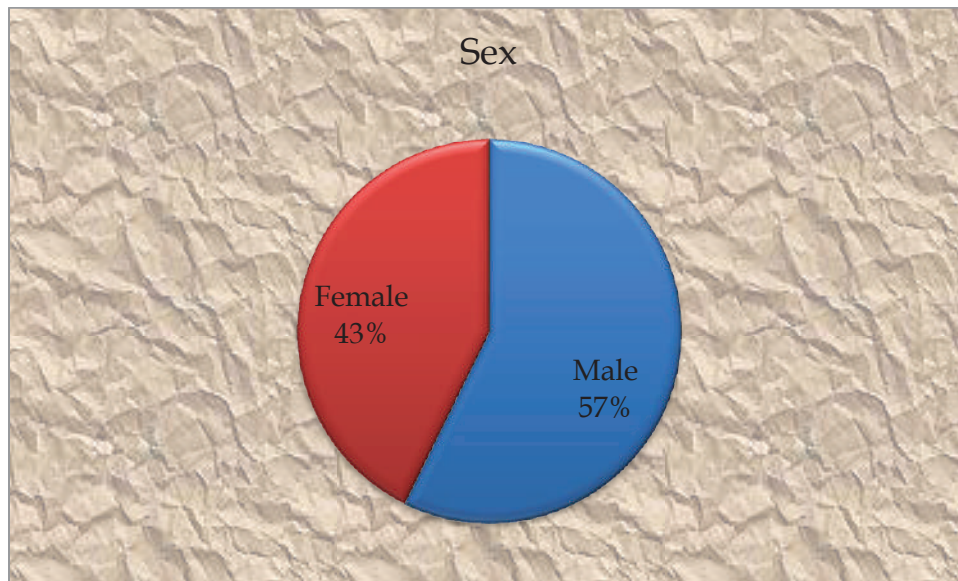


Figure: 2.2: Sex of the Respondents

Source: Primary Data

The study was mindful of the sex of the respondents. To this concern, the results in Figure 4.3 indicate that the majority of the respondents were males at 57.0%. This was as a result of the study employing a simple random sampling during the household survey. It is usually a norm whereby a visitor entering a home, especially in rural settings, has a man (usually the household head) in the role of attending to any new person entering their homesteads. This created a scenario of having men taking a majority of the respondents. Nevertheless, the females, no matter taking the minority share, had their views and opinions represented in the study at 43%, which is generally representative.

2.1.4 Age Groups of the Respondents

Table 2.2: Age Groups

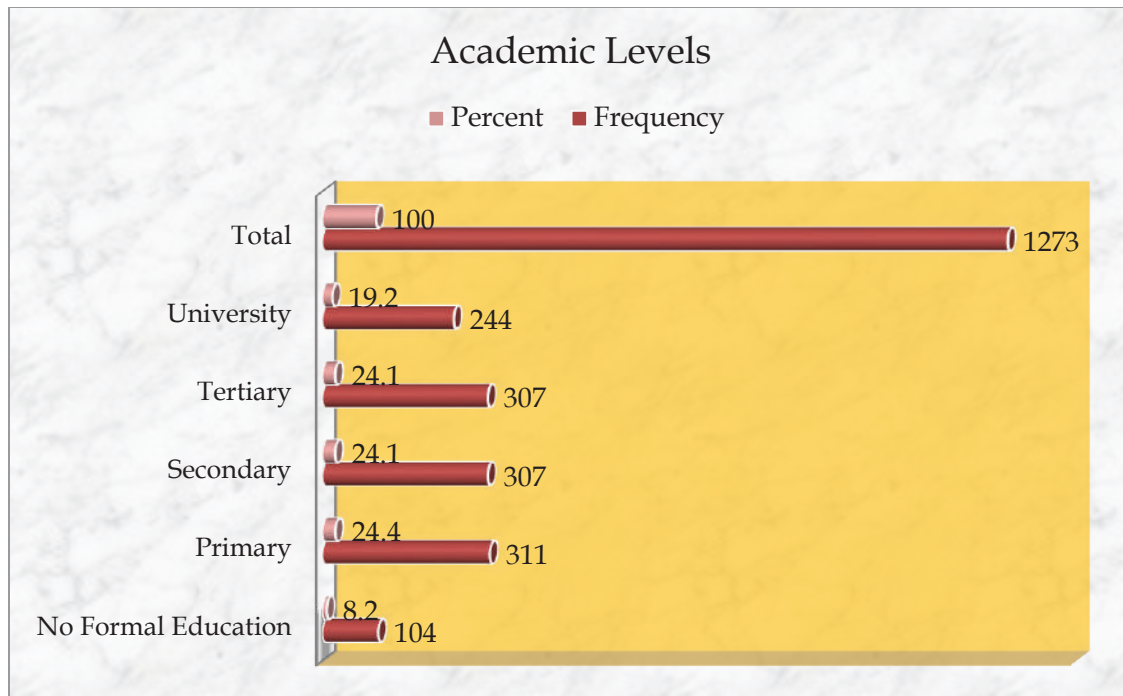
Age group	Frequency	Percentage
18-24	253	19.9
25-34	406	31.9
35-44	234	18.4
45-54	230	18.1
55+	150	11.8
Total	1273	100.0

Source: Primary Data

The findings in Table 2.2 indicate evenly distributed age groups of the respondents. This is whereby the different age groups (18-24, 25-34, 35-44, 45-54 and 55+) have none dominating the others on representation (above 50%). This provided a relatively fair chance for different groups of individuals in accordance with their age groups to be part of the study. This further improved the quality of the collected data since it well represented the views and opinions of different age groups.

2.1.5 Highest Academic Levels

The study further went ahead and studied the academic levels of the respondents. From the data that was generated by the use of the questionnaires, the following was discovered.

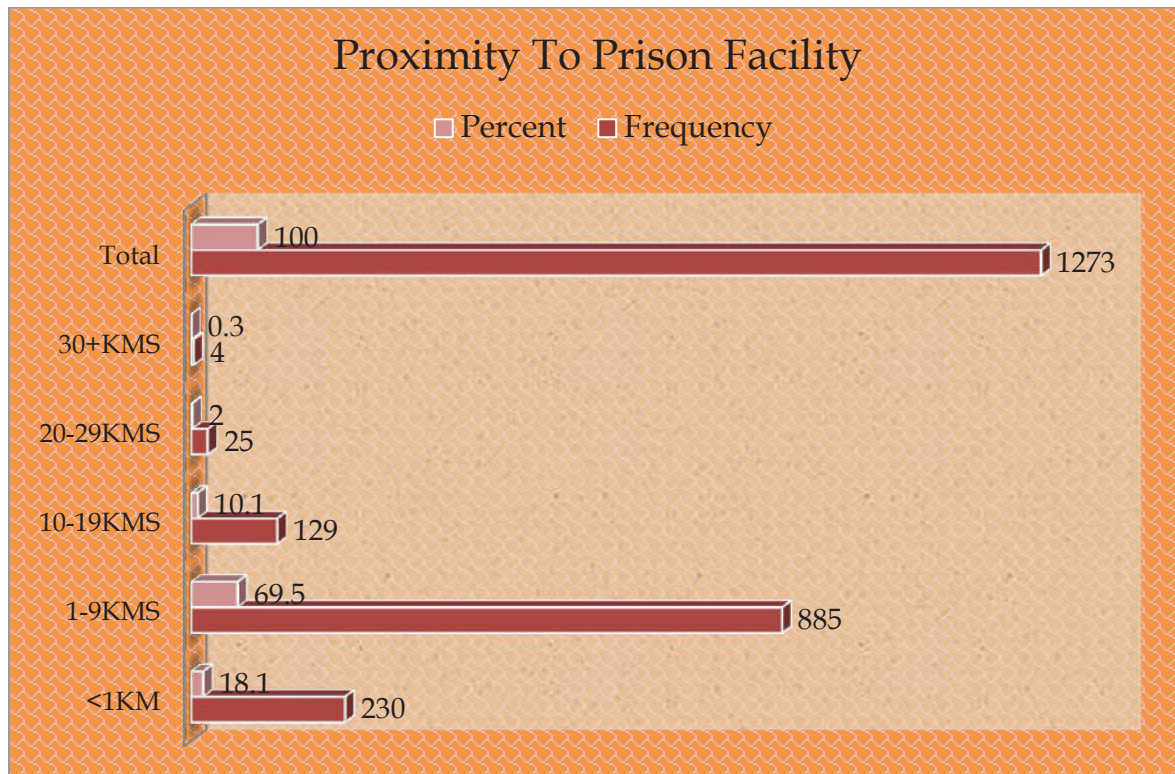


Source: Primary Data

Figure 2.3: Academic Levels of the Respondents

The findings in Fig. 2.3 indicate that those that had university education (at least a bachelor's degree) were 19.2%, those that had tertiary education (a certificate or diploma) were 24.1%, and those that had secondary education were 24.1% and 24.4% had a primary level of education, while 8.2% indicated having no formal education. Likewise, the education distribution of the respondents also indicates a relatively equal participation in the study of the respondents. There isn't any education-level group that dominated the study participation by taking the majority share. However, considering those that had at least a secondary level and above combined together, they form the majority (67.4%), implying the majority have a higher literacy rate, which contributes towards the respondents' having the ability to understand the study concepts as presented to them for their opinions.

2.1.6 Proximity to a nearest Prison Facility



Source: Primary Data

Figure 2.4: Proximity to the Nearest Prison Facility.

It was a concern for the study to establish the proximity of the respondents to the nearest prison facilities next to them. The study findings as shown in Figure 2.4 indicate that the majority of the respondents (69.5%) were within a radius of 1-9 kilometres from the nearest prison facility. These were followed by those that were within the radius of 1 Kilometer at 18.1%. When these two are combined, they strengthen the majority at 87.6%. This further shows improved data that was generated by the study. The study was more intentional on seeking people that at least had an idea on Uganda Prisons. Being a public perception survey, the study tried to seek individuals that could have an idea on Uganda Prisons Service, hence being in a position to inform the study of how the public perceives the services offered by the UPS.

2.2 THE PUBLIC'S KNOWLEDGE OF THE UPS VISION, MISSION, MANDATE AND SERVICES

One of the key goals of this study was to establish the public's knowledge of the UPS, its vision, mission, mandate and the offered services. The study found out the following from the different study methods that were employed.

Table 2.3: Interaction with UPS

Opinion	Yes (%)	No (%)	Undecided (%)
Have you, or your close relative/friend ever been imprisoned?	805 (63.2)	448 (35.2)	20 (1.6)
Ever visited any Uganda Prisons facility?	865 (67.9)	408 (32.1)	
Have you ever heard about the Services offered by Uganda Prisons Service?	1172(92.1)	75 (5.9)	26 (2.0)

Source: Primary Data

2.2.1 Having ever been imprisoned, self or a close associate

The respondents were tasked to say if they (as individuals) have ever been imprisoned (in government designated prison facilities) of their close associates, like family members or friends, have. This was done with an intention for the study to be able to tell the extent to which the respondents had a likelihood of ever having an interaction with the UPS systems. This would enable them to get some information about the operations of UPS and how the services of UPS are being perceived by the public (clientele). The results as generated by the questionnaire indicate that the majority of the respondents (63.2%) have either ever been imprisoned or had a close associate (close friend or relative) that has ever been imprisoned. This put the study in a position of tapping into substantiated information as generated by the majority of the respondents that had an idea on the operations of Uganda Prisons Service. It is through this interaction that prepares and conditions people's perception of the services as rendered by the UPS.

2.2.2 Ever visited any Prison Facility

The study, having got the picture of those that could have had a chance of having contact with UPS, asked the respondents whether they have ever visited any prison facility. To this concern, 67.9%, who formed the majority of the respondents agreed with this fact. This is an implication that the provided information was based on the experience of the respondents, which improved the quality of the data.

2.2.3 Knowledge of the Services offered by UPS

The respondents were further asked whether they knew the services that UPS offers to the Ugandan citizens by the Prisons Services. The study findings indicated that the majority, of the respondents, at 92.1% agreed with the concept, 5.9% did not know, while 2% were not sure. This is an indicator that the majority of Ugandans as sampled by this survey are aware of the services that are offered by UPS. This indicated that most Ugandans have access to information regarding Uganda Prisons Services and have knowledge about the services offered by UPS.

2.2.4 Source of Information about UPS

After establishing the people's knowledge about the services offered by UPS, the study went ahead to find out the main sources of information that the people utilise in accessing information about UPS. The study findings revealed the following as sources of information that Ugandans utilise to access information about UPS.

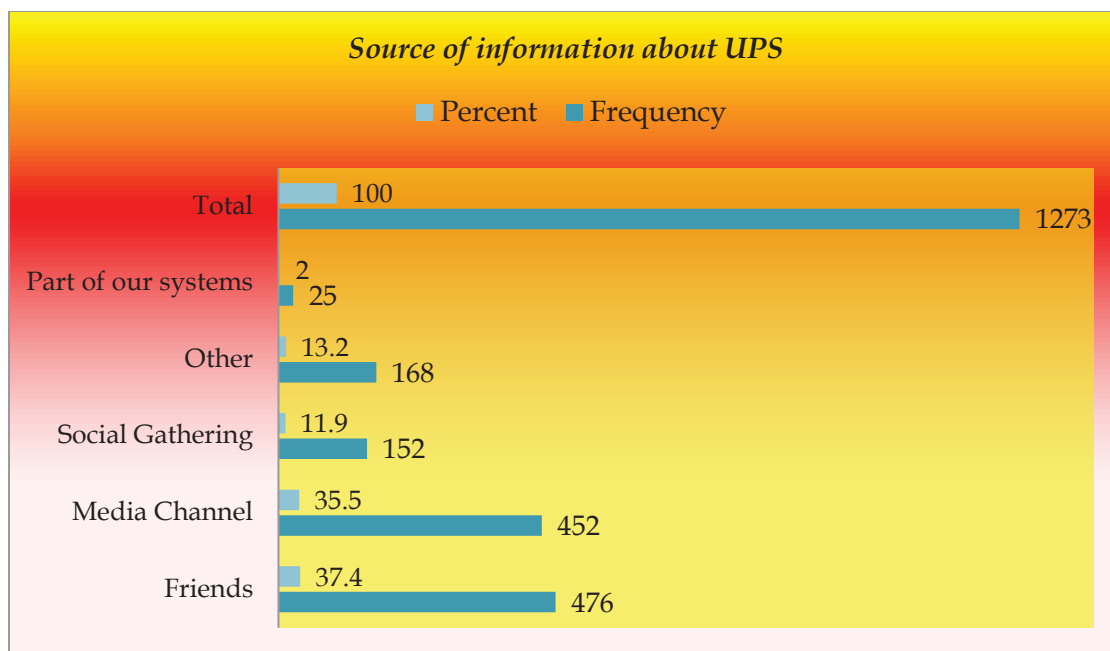


Figure 2.5: Source of Information about UPS
Source: Primary Data

The study findings revealed that several channels are available that the Ugandans utilise to access information about Uganda Prisons Service. The findings indicate that friends and close associates (including family members) play a vital role in sharing information about Uganda Prisons Services, as reported by 37.4% of the respondents. The media (which includes radio, television and newspapers) followed at 35.5% in sharing information about Uganda Prisons Services. Community gatherings like LC 1s also play a part in sharing information about prison services. These local/community gatherings are usually conducted at a village level to resolve some community challenges and other socially related education matters. The study indicated that 11.9% of the respondents mainly get information from community gatherings. There are also other sources, like one's acquaintance with the prisons' existence and social media or knowing a relative that works with UPS, which were termed as "others" that avail information to the public about Uganda Prisons Service, which was reported at 13.2%. Another reported main source of information about UPS was having the prisons services within our governance structure, and people know that in case an individual

committed an offence, the prison is in place for them to serve sentences for the crimes committed.

The qualitative results indicated that electronic media like television and radios were the main sources of information about UPS and its services. These formed the main sources because they are widely spread among the community members. In most cases, the news in the bulletin talks about certain programmes of UPS or about the conditions of inmates. Whenever such takes place, information about UPS is made available to the people.

In addition, the qualitative results indicate that the prison facilities are widely and evenly spread across the nation. In each region and sub-region, there exists a prison facility. The presence of a prisons facility at least helps the masses to get some information about UPS.



An aerial view of Kitalya Government Prison: Prison facilities are spread in both urban and rural areas, which enables the citizens to know about UPS.

Another reported channel through which people get information about UPS is direct from the prisons units themselves. Members of the public have open days when they are allowed to go and visit their beloved ones. It should be noted that 67.9% of the respondents had ever visited a prison unit, while 63.2% have ever had a close associate that has ever been imprisoned (Ref. Table 2.3). These visits of the prison units by the members of the public enable them to get information about UPS. Nevertheless, this also comes with shortcomings. It was reported that some people may not use the prison unit for any other purpose other than visiting an inmate, which limits this channel from availing information about UPS to the general public.

2.2.5 Knowledge on the Main function of UPS

The respondents were tasked to say what they thought was the main function of UPS. To this effect, Table 2.4 presents the findings.

Table 2.4: Knowledge on the main Function of UPS

	Frequency	Percent
Protection of all members of society	68	5.3
Providing reasonable, safe, secure and humane custody	862	67.7
Not Sure	70	5.5
Rehabilitation of offenders	238	18.7
Other	16	1.3
Punish offenders	19	1.5
Total	1273	100.0

Source: Primary Data

The results in the table above indicate that 67.7%, who formed the majority, know that the main function of UPS is to provide reasonable, safe, secure and humane custody. Those that reported the rehabilitation of offenders stood at 18.7%; 5.5% were not sure of the mandate of UPS; 5.3% reported protection of all members of society; 1.5% perceived the role of UPS as punishing the offenders, while 1.3% mentioned other roles like farming, employment opportunities, national celebration participation and educational services as key mandates for Uganda Prisons Service.

From the Key Informants, it was established that people (the general public) know about the roles of UPS but from different angles. The scanty information that was generated from different groups of individuals that range from members of the general public, local leaders within the Local Government (LG) structures, Government Departmental heads and UPS officials have agreed upon and common concepts that make up a mandate of UPS. The common concepts that were discovered as what they know as a mandate of UPS include safe custody of inmates, rehabilitation of offenders, safety and security of the communities, observation of human rights, correctional services and instilling discipline, as stated below:

Imprisonment

According to a key informant, it was established that most Ugandans have a likelihood of knowing the concept of “imprisonment”. This is mainly used as a way of punishing the offenders. Indeed, UPS has achieved this role of imprisonment, and whenever the sister JLOS organs, like the Uganda Police and the Courts of Laws, play their part, the offenders are incarcerated as provided for. So this part is played and known by the Ugandans. However, the actual role that is known but from a different angle is the safe custody of inmates. People may not necessarily know the role of rehabilitation and reintegration.

Reintegration Role

The study realised from the key informants that the UPS has a role of the reintegration of inmates back into society. The UPS works with the local communities and leaders to prepare the community to receive the ex-inmate. This is done in order to change the perception of the community members towards this very character that has been released from prison. It was noted that some of the community members’ attitudes towards people that they once held as criminals make those former inmates fear to go back to their communities. The UPS therefore plays this role of ensuring that the ex-inmates are reintegrated back into society.



Class time: Formal education is part of the rehabilitation programmes in UPS. This greatly contributes to attitude change of inmates.

Rehabilitation Role

Uganda Prisons Service plays a significant role in rehabilitating people that were once thought of as social misfits. There are observable characters within most communities in Uganda whereby those that were once imprisoned come back into their societies when they are not only changed but also productive. These people (former inmates) have done and continue to do good, whereby the community members reported that the systems instead “break” UPS from doing its work. This is because some people who are supposed to be rehabilitated are not in prison. In one of the Focus Group Discussions, it was noted that....

Here in Kitumba, there is a boy who was termed and known as “Ekiragi” (idiot). Apart from what took him to prison, he could hardly do any job at home and always depended on what the parents at home would provide or begging from the neighbours. He was regarded as a nuisance because they have land at home, and he could move around begging and, to some extent stealing. People could hardly punish him due to the fear of the law that would catch up with them, which prohibits mob justice. At one point, this man was arrested, tried and imprisoned in Ndorwa Government Prison. Upon his release, a great change was seen in this boy. He would wake up very early in the morning, get a hoe and dig every piece of land that his family possessed. He cultivated sweet potatoes, which they would not only consume but also use for commercial purposes. People would wonder how the bush that at one point in time surrounded their homestead turned into gardens. It is very rare to find this boy loitering in the village or even anyone else complaining of his unbecoming behaviour (FGDP, K1, 2024)

Another incident points at a certain man in Kabaale town known as “Muraasi”. He was another renowned criminal and a drug abuser. He was arrested and jailed in Ndorwa Government Prison. After serving his sentence, he started working from Rubanda as a carpenter. One of the key achievements that Muraasi did in Kabaale town is that he was the one that fixed pavers in the new building in town that currently houses Centenary Bank. There is nothing that one could talk about or testify that Muraasi could do prior to his imprisonment. In fact, people were afraid of him upon release, thinking that he was going to start from where he stopped as far as his criminal acts were concerned. However, this never came to pass. Instead, a new Muraasi was released from prison who can actively do productive work like fixing pavers and is currently engaged in carpentry work in Rubanda (FGDP, K1, 2024).



While in prison, inmates are trained in vocational skills which contribute towards their rehabilitation and their reintegration after release from prison.



Women of enterprise: Vocational skills like craft making and tailoring are used in rehabilitating inmates. These programmes should be available in all prisons countrywide.

Human Rights

It was again found out that the UPS has a role of observing human rights. In fact, it contributes towards the observation of human rights at two main angles. The external and internal human rights observation angles. On the external bit, those that abuse

other human rights through the work of UPS get their human rights observed. This is whereby the dispensation of justice is made. When the UPS keeps custody of those that abuse others' rights, then those that seek justice and get it have their rights observed. On the internal side of human rights observation, the offenders are kept in a humane way. True, they deserve punishment, but the current UPS systems no longer employ harsh punishments like whipping/capital punishment. All the inmates have entitlements/rights which are observed by the UPS systems.

In an exclusive with a Key informant, it was noted that....

Yes. They may not know the role of reintegration and rehabilitation but are interested in safe custody. To people, imprisonment is punishment, not reintegration. They do not know the human rights mandate. This should be done through seeing the reformed persons. Recidivism - lowering recidivism can do more.

This justifies that most Ugandans have knowledge of the mandate of UPS, though conditioned by what they expect, especially on the side of those that are considered criminals getting punished. Additionally, those that have experience with former inmates testify to their change in behaviours and reduction in crime. Though this may not explicitly be stated by the majority of Ugandans, when exposed to the stated mandate of UPS, they can associate it with the results that are experienced at a community level.



Fun time: The inmates while in prison enjoy rights of recreation

2.2.6 Knowledge on other Components Function of UPS

The respondents further told their known other components of the function of UPS. The findings to this effect are presented in Table 2.5 that follows:

Table 2.5: Knowledge on other Component Functions of UPS

	Frequency	Percent
Protection of all members of society	85	6.7
Providing reasonable, safe, secure and humane custody	312	24.5
Not Sure	148	11.6
Rehabilitation of offenders	704	55.3
Other	24	1.9
Total	1273	100.0

Source: Primary Data

Besides what was required of the respondents as the “main” mandate of UPS, the respondents were asked what other mandates that UPS is expected of. The results as presented in Table 2.5 indicated that rehabilitation of the offenders was mentioned by the majority at 55.3%; 24.5% indicated providing reasonable, safe, secure and humane custody; 11.6% were not sure; 6.7% talked about safety of the public as another mandate of UPS; and 1.9% mentioned others like farming, employment opportunities, national

celebration participation and educational services as another mandate for Uganda Prisons Service.

2.2.7 The extent people think UPS executes its function

The study, after establishing people's knowledge about the function of UPS, went ahead to find out the extent to which UPS executes its mandate. This was done to enable the UPS to understand the possible loopholes within its operations that need improvements. The data that was gathered from the field was analyzed and the statistics that were generated are presented as follows:

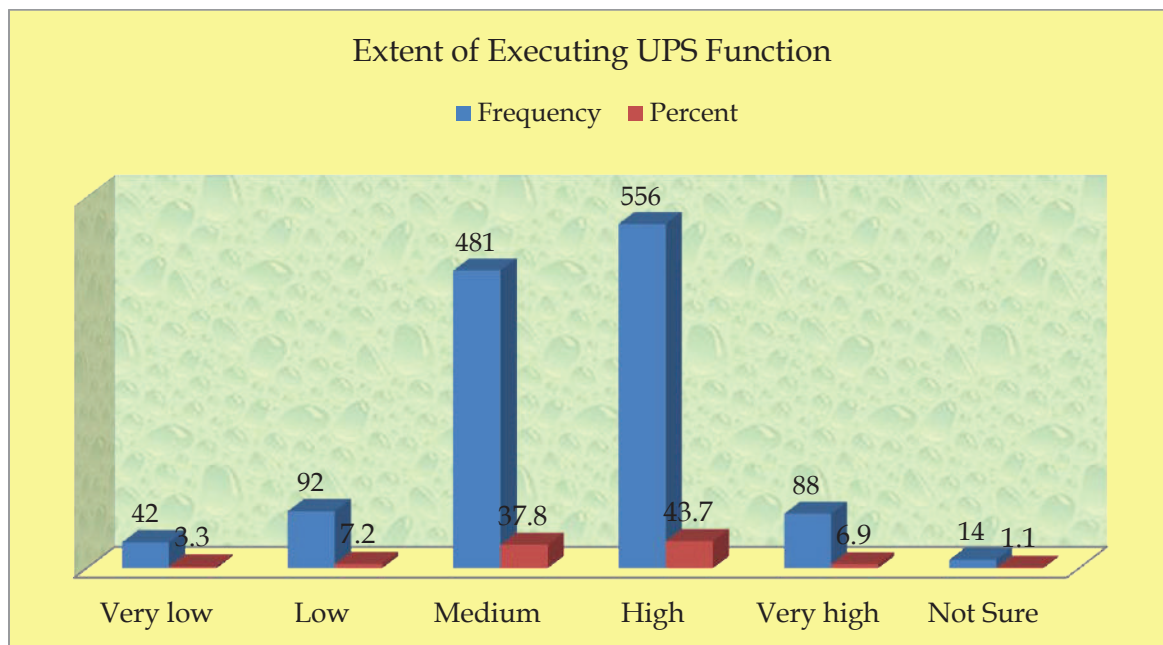


Figure 2.6: Extent of Executing UPS Function

Source: Primary Data

The members of the public were given an “opportunity” to gauge the performance of UPS according to their own perception and judgment based on what they mentioned as what they knew as the mandate of UPS. The findings as presented in Figure 2.6 indicate that 43.7% rated UPS to be performing in the range of “High”, 37.8% rated the performance of UPS at “Medium” or on average, 7.2% reported UPS’ execution of its mandate at “low”, 6.9% put it at “Very High”, 3.3% put it at “Very Low” while 1.1%

were not sure/never rated the UPS' execution of its mandate. When combined together, those that reported "High" and "Very High" form the majority of the respondents at 50.6%, indicating that UPS, according to the public, is performing its mandate above average, hence delivering services to the people.

This perspective, as generated from the members of the public at a household level, was justified by the information that was sought through FGDs and the KIIs interviews. The data that was generated from these two approaches indicated the following as the extent to which UPS delivers its mandate:

Transformation of ex-inmates

Rehabilitation and reintegration of ex-inmates form a key part of the mandate of UPS. From the observation that is usually made by the members of the public and other opinion leaders, it was established that a change that is seen among ex-inmates is used to describe the extent to which UPS executes its mandate. Although the actual number of ex-inmates that were transformed and became part of the society with positive discipline could not be quantified, each category mentioned "a number of people" being transformed. The results that UPS generates in the rehabilitation and correction of the offenders are seen and talked about by identifying the changes that are experienced among the ex-inmates.

In one of the FGDs, it was noted that...

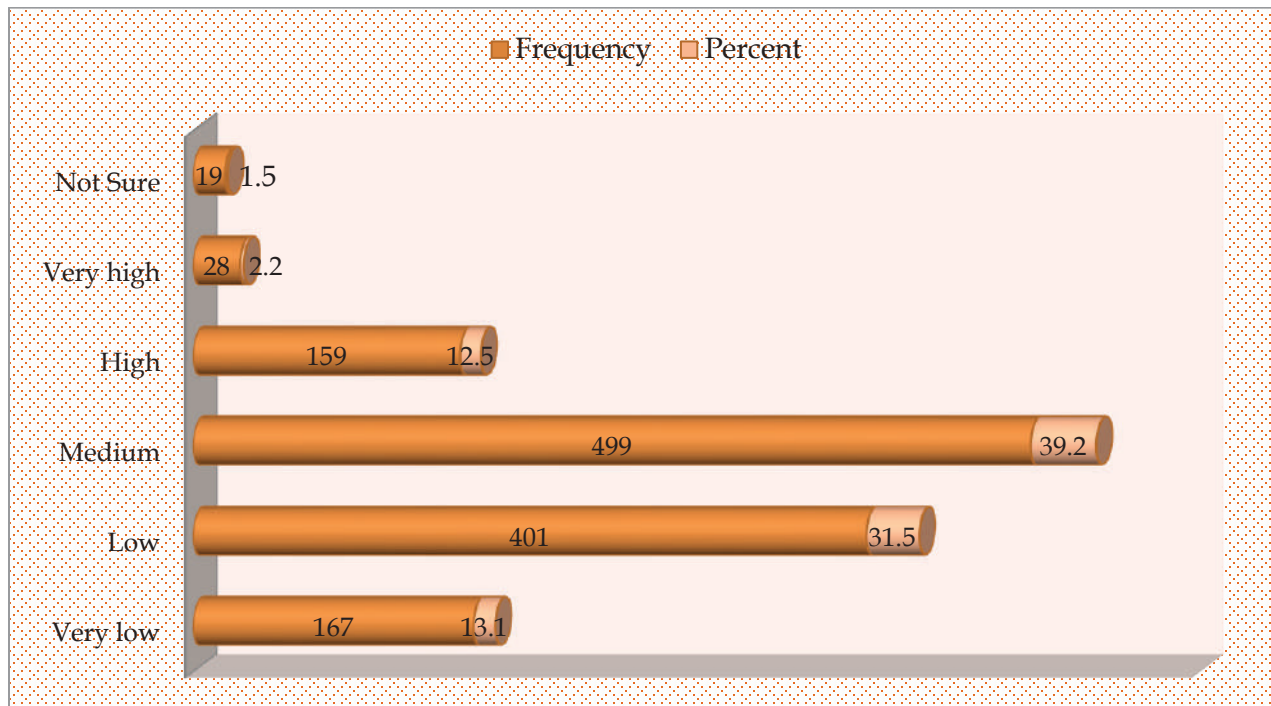
True, there are those that go into prison and come back when they are even worse. However, we have many that come back and show good discipline while living with others. Many experience a positive change. Those that actually get transformed outweigh those that come out either the way they went or coming back worse (FGD Participant, 2024).

3.0 THE LEVEL OF UNDERSTANDING OF THE FUNCTION OF UPS

The study aimed at establishing the level of understanding of the function of UPS among the populace. This was done through the presentation of the functions of UPS to the members of the public and were given an opportunity to rate the functions according to their individual perception of the functions.

3.1 The Individual Level of Understanding of the UPS Functions

The members of the public were asked:- *At what level of understanding of the function of UPS can you put yourself?*



Source: Primary Data

Fig. 3.1: Individual Understanding of UPS Functions

On the rate at which the members of the public put themselves regarding the understanding of the functions of UPS, 39.2% put themselves at the “Medium” level, 31.5% put themselves at “Low”, 13.1% went for “Very Low”, 12.5% selected “High”, while 2.2 chose “Very High”, with 1.5% indicating “Not Sure”. The above findings

indicate that information about Uganda Prisons Service at least moves down to the members of the public. This can further be justified by the statistics whereby those that reported “Not Sure” and “Very Low” constitute 14.6%. This leaves the majority of the respondents (85.4%) in the “knowledge” zone, which implies that the majority of the Ugandans understand some functions of the UPS.

The qualitative results as sought from the KIIs and FGDs, the extent to which Ugandans understand the role of UPS was established as follows:

Custody in the Lead

It was established that whenever one talks about UPS, what comes out of the minds of many Ugandans is the custodial role of the UPS. The other services offered by the UPS, like rehabilitation of the offenders and reintegrating them back into society are least known. This was attributed mostly to the fact that those that are sent into prison are the offenders, and people quickly think of them as destined for punishment and keeping them away from the public. This kind of scenario therefore leaves a knowledge gap on other services that the UPS offers. In an exclusive interview with a KII, it was noted that...

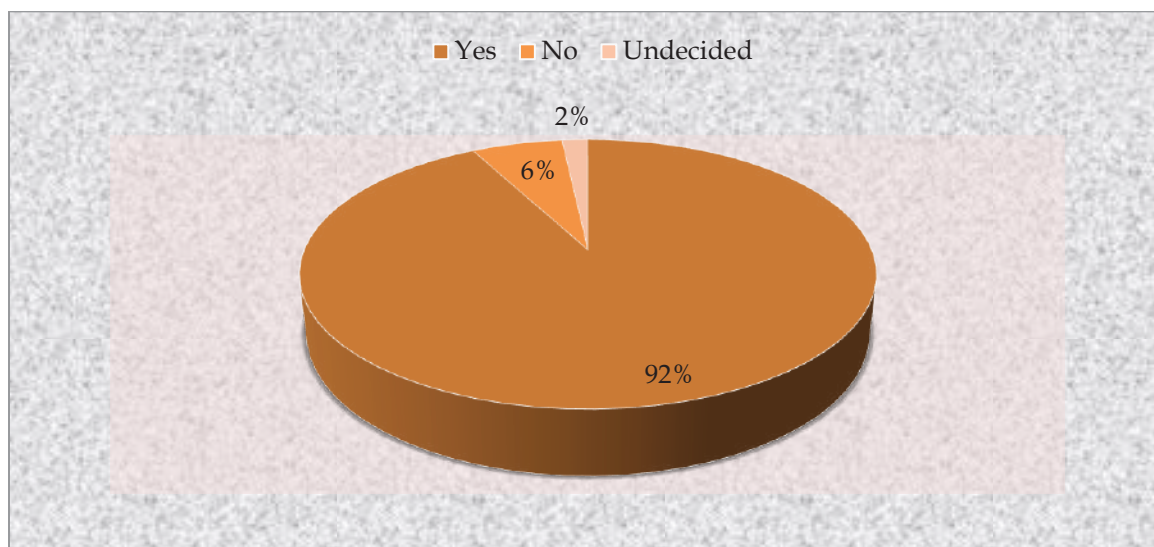
Most Ugandans do not know the services offered by the UPS other than custody of the offenders. By just a mention of the word prison, the first thing that comes into one's mind is someone behind bars. It is not like whoever is taken to prison is going for a holiday but rather serving a sentence.



In Custody: Being a prisoner is not limited to incarceration. Inmates are empowered with tailoring and liquid soap-making skills, among others, which transform their lives after prison.

3.2 Wish to know more about UPS

The members of the public were tasked with sharing whether they would wish to know about/know more about the function of UPS. The data collected through the questionnaire method generated the following results:



Source: Primary Data

Figure 3.2: Wish to Know More about UPS

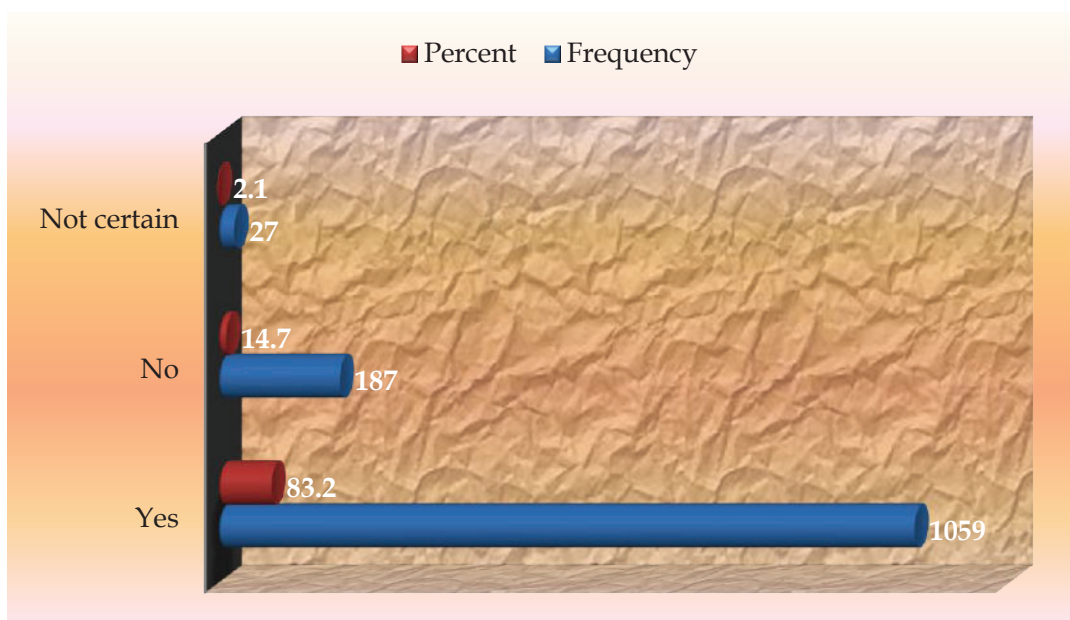
On whether the members of the public have a wish to know more about UPS in addition to what they already know about the Prisons Services of Uganda, 92.0% said "Yes", 6.0% said "No", while 2.0% remained undecided. This is an implication that the people of Uganda's perception of UPS is positive, and they are attracted to knowing about it the more. This further attracts the attention of the Prisons' Authority not to lose an eye on continued publicity of the UPS since the reception from the members of the public is readily available for the information.

4.0 THE PUBLIC'S ACCESS TO INFORMATION ABOUT UGANDA PRISONS SERVICES

The aim of this objective was to assess the public's access to information about UPS. This was done to hasten the knowledge about Uganda Prisons Services; what justifies the knowledge that the people have and the sources of information that are available to the people.

4.1 Getting information about Uganda Prisons

The members of the public were asked... "Do you get information about Uganda Prisons?" To this concern, the results were as follows:



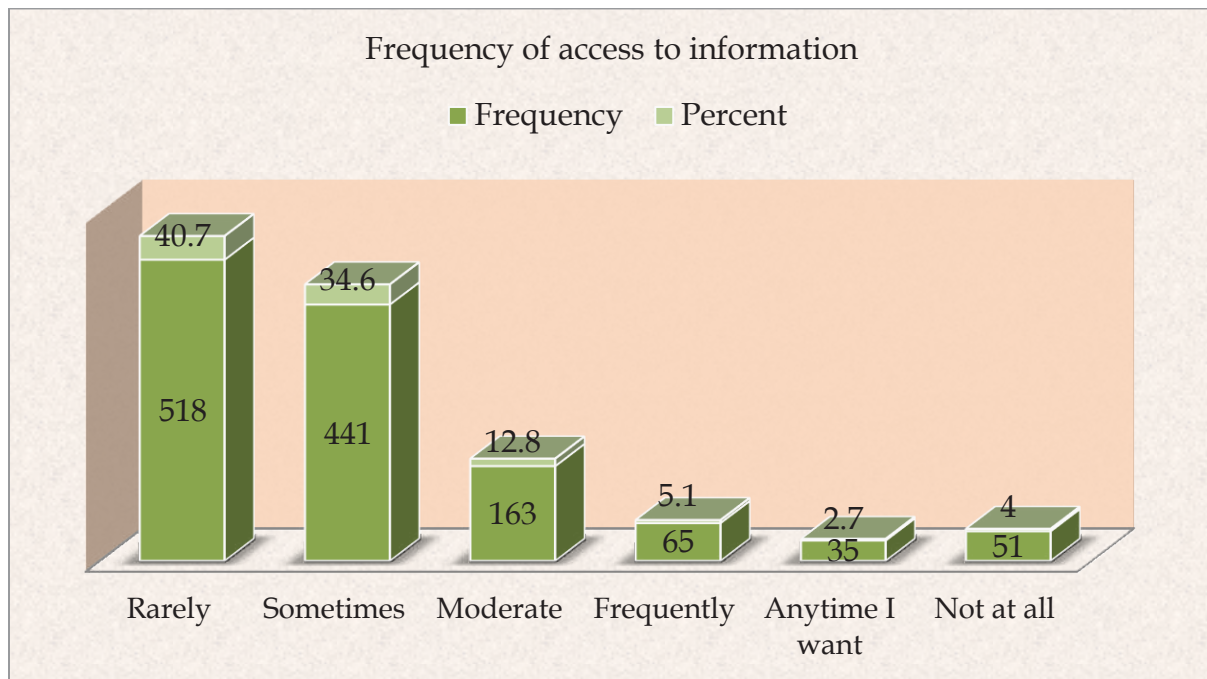
Source: *Primary Data*

Figure 4.1: *Getting information about Uganda Prisons*

The findings in the above figure indicate that 83.2% (the majority of the respondents) agreed to getting information about UPS. In a similar concern, 14.7% disagreed, while 2.1% were uncertain. This is an implication that the members of the public have access to information about UPS in accordance with the response of the majority of the respondents that were in agreement with the concept.

4.2 How often do you get information about UPS?

The study worked to find out the frequency at which the members of the public that receive information about UPS get the same information. The study findings discovered the following:



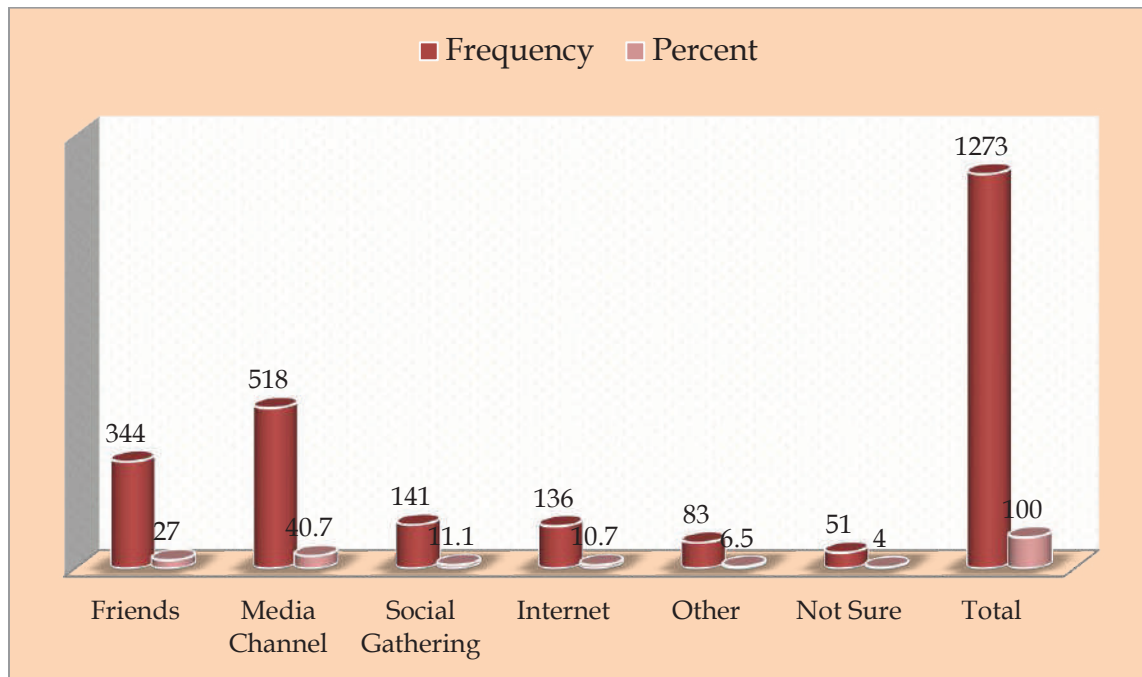
Source: Primary Data

Fig. 4.2: Frequency of Access to Information

On how often the members of the public get information about UPS, 40.7% reported that they rarely get information about UPS, 34.6% sometimes get information, 12.8% on average get the information about UPS, and 2.7% get it at any time, while 4.0% reported not getting the information at all. The distribution of these respondents, based on the frequency of getting information about UPS, indicates no section taking the majority. Additionally, those that do not get the information about UPS are the least, constituting 4.0%. This is an indicator that there is some information flow from UPS to the public. More to that, when combined together, those that reported "Sometimes", "Moderate", "Frequently", and "Anytime" form the majority of the respondents at 55.2%, which is an indication that the majority of Ugandans get information about UPS.

4.3 Where do you normally access information about UPS from?

The study went on to find out the main sources of information about UPS, and the following was discovered:



Source: Primary Data

Fig. 4.3: Source of Information about UPS

The statistics in Figure 4.3 indicate that the main sources of information about UPS to the public indicated that the media channel takes a leading position at 40.7% of the respondents, friends took 27.0%, and social gatherings scored 11.1%. The internet stood at 10.7%, while other sources stood at 6.5%. Other respondents that were not sure of where they got information about Uganda Prisons Service stood at 4.0%. This generally indicates that the majority of Ugandans have access to information about UPS from different sources, with media (mainly radio, television and newspapers) playing a vital role in delivering the messages about Uganda Prisons Services. Additionally, this further indicates that UPS utilizes the media in reaching out to the community members and the public in case of any information that needs to be shared.

The qualitative findings, on the other hand, indicated the following as the sources of information about UPS:

Visits

The study realised that most of the members of the public access information about UPS from the physical visits that they undertake while visiting their beloved ones in prison facilities. These beloved ones may either be inmates themselves or prison staff. The majority, however, take these visits to check on their beloved ones imprisoned. Visiting their beloved ones involves physically approaching the prison facilities. Whenever the visitors come to the prison facilities, they are directly informed on the operations of the UPS concerning the conduct of visitors. These conducts usually include visiting days, time of visiting, what to take and what not to take into the prison facilities, acceptable dressing codes and how to interact with the inmates. Additionally, observation is done by the prison visitors that come to visit the prison facilities. Some of the activities that are carried out in the UPS systems, like farming and vocational services/industries, are done in the open. This gives a chance to the visitors to see what takes place in the prison, and they are able to make their personal observation and be able to get information about UPS services.

Services of the NGOs

The Non-Governmental Organisations (NGOs) usually partner with UPS. In their partnership, these NGOs make reports about the operations of UPS. The different stakeholders that work in partnership with these NGOs get information about UPS; hence their ability to access information about UPS. Additionally, while these NGOs happen to share information through the media about their operations in UPS, like some organisations that directly participate in the training of the inmates and

rehabilitation through counselling, they directly publicise what UPS does.⁷ This improves access to information about UPS.



NGOs in Partnership: Community collections through social corporate responsibility supporting babies and their mothers in prison.

The Role of other Organisations

There are other organisations that may not necessarily be NGOs, like government departments whose mission is about human rights, have high chances of interacting with the UPS and have direct access to the inside of the UPS facilities. As they do their work, they document reports, especially the state of human rights and how they are observed. One component, like the human rights alone, possesses a lot of concepts that are attached to it. These series of concepts that are interlinked within the operations of the UPS, like transportation of inmates, rehabilitation, legal representation, feeding, family visits, humane handling of inmates while in incarceration, access to medical attention and farming, are usually reported about by these organisations. These numerous concepts that are reported by these other organisations play a lot in disseminating information about UPS, hence availing information to the general public.

⁷ Foundation for Human Rights Initiative (2015). *Who are women prisoners? Survey results from Uganda*. Available online https://cdn.penalreform.org/wp-content/uploads/2015/07/PRI-Research-report_Women-prisoners_Uganda-WEB.pdf

Direct Public Engagement

On some occasions, like the UPS' passing out of their cadet officers and other newly recruited uniformed staff, the general public is invited. This usually captures the attention of the media and passersby, which helps in passing on the information about UPS. On such occasions, speeches and exhibitions are made. This allows for the information flow about UPS.

The Presence of UPS Facilities

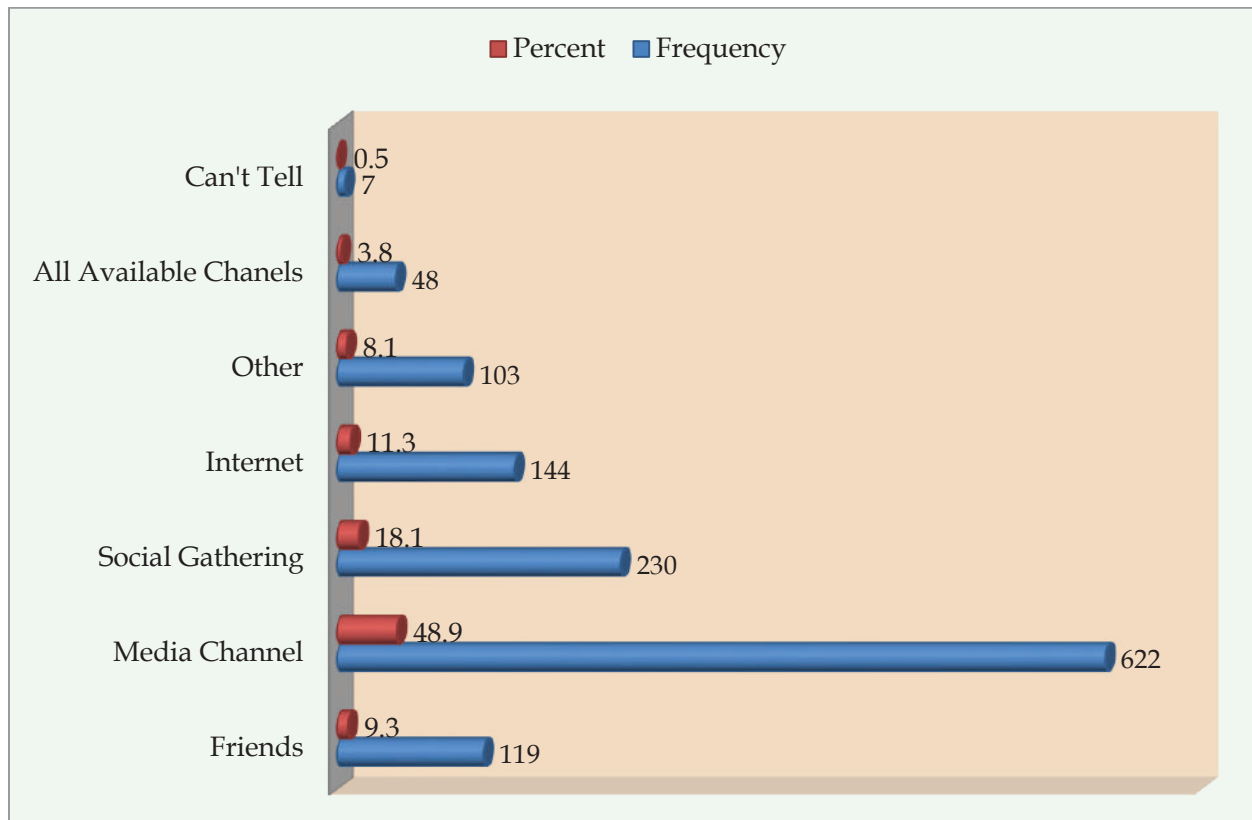
The UPS facilities are established in most mother districts and generally spread out in the whole country. These facilities themselves work as a channel of delivering messages about UPS to the general public. Additionally, their presence opens people's eyes about UPS. Whenever they come across any information about UPS, they can quickly relate to what they are talking about, unlike when something is being talked about, and they have no idea about. This presence of UPS in most locations in the country plays a leading role in creating information about UPS.



This is it! The SCP/Spokesperson Frank Baine addressing the press. The media plays a role to inform Ugandans about UPS.

4.4 The appropriateness of the channels as the source of information about UPS

The respondents were asked, “Of the available channels, where do you think would be the most appropriate source of information about UPS?” This was intended to find out which available channel the UPS should mainly consider or prioritise while sharing any information with the public. The data that was sought through the questionnaire approach presented the following:



Source: Primary Data

Fig. 4.4: The Appropriate Media Channel

The findings in Figure 4.4 indicate that the media (which comprises of radio, television and newspapers) took 48.9% of the respondents; social gatherings (comprising community meetings) took 18.1%; the internet got 11.3%; friends had 9.3%; other channels scored 8.1%; and those that proposed a combination of all took 3.8%, while 0.5% could not tell. When combined together, the media channels with the internet take a better position, with 60.2%, hence constituting the majority of the respondents. This

implies that the media and the internet are the most appropriate channels which UPS should utilise to share the information with the public.

4.5 The Kind of Information Commonly Aailed

The respondents were tasked with telling the kind of information they usually get about UPS. The responses were captured, and the findings are presented as follows:

Table 4.1: The Type of Information Usually Shared About UPS

	Frequency	Percentage
Custodial Services	280	22.0
Correctional programmes	215	16.9
Rehabilitation programmes	283	22.2
Staff Welfare	177	13.9
Farming programmes	159	12.5
Prisons Statistics	40	3.1
Industrial Services	8	0.6
Other	56	4.4
Not Sure	55	4.3
Total	1273	100.0

Source: Primary Data

The findings in Table 4.1 indicate generally evenly distributed percentages on different services about UPS. This is because of having no specific service that took the majority of the respondents (50%). This implies that UPS tries to share balanced information about the services that it offers, hence an informed society about UPS services.

4.6 The Commonly Shared UPS Services

After the establishment of the services that the public know about UPS, they were again required to say which one they normally get most from the media. The findings are presented in Table 4.2 that follows:

Table 4.2: The commonly shared UPS Information

	Frequency	Percentage
Custodial Services	463	36.4
Correctional programmes	149	11.7
Rehabilitation programmes	157	12.3
Staff Welfare	178	14.0
Farming programmes	84	6.6
Prisons Statistics	103	8.1
Industrial Services	28	2.2
Other	92	7.2
Not Sure	19	1.5
Total	1273	100.0

Source: Primary Data

The figures in Table 4.2 still indicate a generally balanced picture of the information that is mainly shared and known about UPS by the members of the public. This is where none of the services took the majority share (50%). Nevertheless, custodial services indicated 36.4%, staff welfare stood at 14.0%, rehabilitation services took 12.3%, while correctional services took 11.7%. These services according to the study took a relatively higher percentages compared to others like prisons statistics which took 8.1%, farming programmes at 6.6%, industrial services at 2.2%, and others at 7.2%. This implies that custodial services, staff welfare, rehabilitation services and correctional programmes form the main components of the information shared about UPS. Additionally, these further form the basics in the mandate of the UPS.

4.7 Adequacy of the Accessed Information about UPS.

The respondents were asked: About the information that you have been accessing about UPS, how adequate is it? From the questionnaires that were distributed among the respondents, the responses that were captured presented the following findings:

Table 4.3: Adequacy of the Accessed UPS information

	Frequency	Percentage
Very Adequate	151	11.9
Adequate	375	29.5
Somehow Adequate	377	29.6
Inadequate	292	22.9
Very Inadequate	38	3.0
Not Sure	40	3.1
Total	1273	100.0

Source: Primary Data

The figures in Table 4.3 indicate that the majority of the respondents get information about UPS adequately. This is whereby those that said they get “somehow adequate” information stood at 29.6%, those that stated “adequate” stood at 29.5%, those that mentioned “inadequate” took 22.9%, “very adequate” stood at 11.9%, and those that reported “Not sure” stood at 3.0%, while those in “very inadequate” stood at 3.0%. When combined together, those that fall in the “Adequate zone” of “Very adequate, Somehow Adequate and Adequate” form the majority of the respondents at 71.0%. This implies that Ugandans get adequate information about UPS based on the submission of the majority of the respondents that indicated they were receiving adequate information.

Qualitative information on the adequacy of the information about UPS on the other side indicated some inadequacy of the information shared about UPS. This is as a result of the following:

The media space

It was discovered that the UPS takes a small proportion in the media space, especially on visual and audio channels. A moment UPS is involved; it comes in as a result of other players involving UPS without UPS taking a space on its own. In addition, the study indicated that the media usually captures a small portion of what the UPS does, and this creates a gap in the information about UPS among the members of the general public. In an exclusive interview with a key informant, it was found out that...

In one of the workshops that I attended, I discovered that UPS does a lot of work in the services that it offers. I was not even aware of these services as an individual. There is a little space for the UPS to sensate the masses about their services. They have a limited space in the media and the prisoners themselves should be involved in the sensitization process.

Additionally, apart from the media houses visiting the UPS (it should be noted that the media captures a significant position in spreading information about UPS, Fig. 4.4, with 48.9% that reported accessing information about UPS) to seek news about UPS, the UPS itself has limited internal platforms that it utilises to share information about its services and any other necessary information that would be of importance to the public. Unlike the other JLOS (Justice and Law Organ Sector) organisations especially the Judiciary, they have what they term as “Open Day”. This open day enables the masses to get adequate information about the judiciary in detail and have even more interaction, hence bridging the gap between the masses and the judiciary. Unlike the Judiciary, UPS lacks these open days, which would have otherwise reduced the gaps that exist between UPS and the public. In addition, the information about UPS that is shared from the press or other organizations whose reports include UPS does not fully exhaust what UPS is all about. Apart from acting as third parties, there is a likelihood of these organisations putting much of the content in their communication about what they do, hence limiting the content from UPS. This therefore limits the adequacy of the information that the public gets about UPS.

Attitude

There is already an existing attitude in the minds of many perceiving the prison itself as a place for punishing those that are considered criminals. The prison is therefore considered a “punishment chamber”. This tends to limit the interest of the masses’ paying attention to the articles that are reported about UPS. In addition, people expect the UPS to be a place of only punishing the offenders, and this tends to limit their interest in accessing information about UPS. While in an FGD, it was noted that....

It is okay for the media houses to report about UPS. They indeed try to inform us about UPS. However, we as the members of the public already know what the prisons do. Those that are taken into prison are taken there as a result of their misconduct while co-existing with others. For example, when a man is arrested and imprisoned for defiling a nine-year old child, why should I have to pay attention to knowing how this criminal is being treated in prison? In fact, such a man deserves to be heavily punished. They are even lucky that they got into prison and never fell into the hands of the people. So, they are in their prepared places for them. They should be there and be handled by the arm of law in accordance with what they are supposed to experience.



We did it! The inmates celebrating academic excellence. While in prison, inmates have access to education as their right.

4.7 Information got and the UPS Picture

The respondents were asked what they think about the information that they get about UPS and whether it reflects the true picture of UPS. The opinions of the respondents were gathered, analysed and presented as follows:

Table 4.4: The information and picture about UPS

	Frequency	Percentage
Not at all	58	4.6
Somehow	439	34.5
Not sure	221	17.4
To a greater extent	443	34.8
Very much reflecting	82	6.4
Some items are left out	30	2.4
Total	1273	100.0

Source: Primary Data

From the findings as presented in Table 4.4, it can be realized that 34.8% of the respondents stated that the information that is shared about UPS reflects a true picture of UPS, 34.5% stated “somehow”, 17.4% were not sure, 6.4% presented “Not at All”, 6.4% said “Very much reflecting” while 2.4% stated that some of the items are left out. It should be a reminder that these respondents stay relatively closer to the prisons facilities with 69.5% staying in a radius of 1-9 km from the prisons facility (Ref. Fig. 2.4). More to that, 67.9% of the same people have at least ever visited the prison’s facility for a service (Ref. Table 2.3). This implies that the information that the respondents gave was based on their experience and interaction with the prison systems. When combined together, those that stated “Somehow”, “To a greater extent” and “Very much reflecting” form a majority at 75.7%. This is an implication that the information that the UPS shared, especially in the media, reflects the true picture on the ground to the public.

5.0 THE PUBLIC PERCEPTIONS REGARDING UPS EXECUTION OF ITS MANDATE

The members of the public were further exposed to the concepts that were used to determine the picture of UPS in regard to its execution of its mandate. The study further considered other key informants in other government departments and civil society organisations to find out how UPS executes its duties. This was done in order to get a clearer picture because these departments and organisations not only work closely with the UPS but also check its work with an aim of ensuring maintained standards, especially on the Human Rights Aspect. The findings are presented as follows:

5.1 Perception of Execution of UPS' Mandate

In order to determine the perception of the public toward the UPS' execution of its mandate, the measure of Very Low-1, Low-2, Medium (Average)-3, High - 4 and Very High- 5 was used. The respondents were given an opportunity to give a score according to what they experience with the UPS in the execution of its mandate. Their perception of the execution of UPS' mandate is presented in the following table.

Table 5.1: Perception on UPS' Execution of its Mandate

	N	Minimum	Maximum	Mean	Std. Deviation
How would you rate UPS' providing safe, secure and humane custody of prisoners?	1273	1.0	5.0	3.144	.8870
What level of UPS in facilitating the rehabilitation and reformation of prisoners through training activities and educational programmes into law abiding and productive citizens	1273	1.0	5.0	3.117	.8192
To what extent is UPS facilitating re-integration of prisoners into their communities so as to successfully continue lives as normal and better people after incarceration?	1273	1.0	5.0	3.071	.7547
At what level do you think UPS is ensuring that the performance and conduct of prisoners is reasonable and acceptable for the effective management of prisons?	1273	1.0	5.0	3.258	.8162
To what extent are the prisoners' human rights upheld in prison?	1273	1.0	5.0	2.748	.9945

Source: Primary Data

Using the mean and standard deviation analysis, the concepts that were included were UPS' provision of safe, secure and humane custody of inmates, facilitating the rehabilitation and reformation of inmates; facilitating reintegration; ensuring the performance and conduct of inmates; and upholding of prisoners' human rights were gauged by the respondents. On average, all these concepts scored above average performance (3.0, which represented medium), with the exception of "UPS' upholding of human rights of the prisoners". The concept of UPS ensuring that the performance and conduct of prisoners is reasonable and acceptable for the effective management of prisons scored highest at 3.25 mean, the provision of humane and safe custody came second at 3.14 mean, and the facilitation of rehabilitation and reformation scored a mean of 3.11. On the other hand, UPS' facilitating the reintegration of prisoners into their communities so as to successfully continue lives as normal and better people after incarceration scored a mean of 3.07. This picture generally indicates that the UPS is serving Ugandans above average, though some challenges that the UPS experiences lower its performance hence, it is not in the zone of "High" and "Very High" on the scale.

The qualitative results as sought using the FGDs, Key Informant Interviews and document review indicated the following as UPS' execution of its mandate:

Safety of inmates

It was established that the UPS is generally trying to achieve this mandate of ensuring the safety of the inmates. This is done in several ways, ranging from physical safety to health and psychological safety. On the physical safety, it was reported that once the inmates are inside of the prison premises, there are limited chances of having any form of physical external attack that would otherwise harm the inmates. The prison's staff is well trained and equipped with safety skills and equipment to ensure that no external attack may harm the inmates. In addition, it was found out that no matter the original designs of the most prison facilities across the country, they have been maintained to ensure that inmates cannot easily escape or any outsider have access to the prison

facilities' premises. This therefore justifies the fact that the inmates are generally safe while inside the prison facilities.

In an FGD, it was noted that....

In fact, a prison is a much safer place for an offender to run to! It is a common practice to hear that maybe a thief has been caught, especially those that steal bodabodas, taken to police, but a mob comes and overpowers the police and lynches the culprit when they are still treated as suspects without any evidence. However, with UPS, I have never heard of such an incident. It is impossible to harm someone inside the prison (FGD Participant I, 2024 - Gulu).

I think a prison is a much safer place for these inmates. In our normal communities, we find people fighting to the extent of killing one another! Remember this is a prison that is full of criminals; how come we do not get cases of inmates fighting or even killing one another? I see a prison being a safer place for the inmates (FGD Participant II, 2024 - Fort Portal).

On the health safety of the inmates, most prisons across the country have medical personnel that are deployed within the prison facilities and prison health centres. These health centers offer free medical services to the inmates. Whenever a relative or a friend comes to visit an inmate, food from outside the prison is restricted, especially cooked food. There are set measures to limit inmates from just consuming cooked food or drinks from outside to limit health hazards that may be associated with food intake.



Safe and Secure: The Prison Facilities are constructed in a manner that does not only limit chances of escape but also external unauthorized access.

The transportation of inmates has also seen some improvement. It is least witnessed, especially going out to do farming. They used to be transported in open trucks but that practice has greatly reduced. These trucks/lorries posed a danger to the inmates in case of heavy rains while in transportation, and these lorries are more prone to accidents compared to buses/coasters that are currently being used to transport inmates for work.



Safe arrival: The inmates are transported in buses to courts and farms. Use of lorries is no longer used to transport inmates.

Humane custody

The UPS was found to be trying to work towards the humane custody of the inmates. This is because the inmates, according to those that have ever visited them in prison, testified that they (the inmates) do not express signs of depression or any physical form of being mistreated. The challenge, however, that was identified is the accommodation, which is attributed to accommodation and hygiene. This kind of a challenge is both internal and external to the UPS' capacity and operations. According to UHRC (2024), page 150, it was established that the approved holding capacity of UPS prison facilities stands at 20,996, yet by 2023, it had a population of 76,943 inmates, which is far beyond its holding capacity⁸. This implies that the overcrowding of the prison facilities cannot

⁸ Uganda Human Rights Commission (2025). *The 27th UHRC Annual Report on the State of Human Rights and Freedoms in Uganda in 2024*. UHRC.

allow proper hygiene and accommodation of the inmates, which compromises the safety of the inmates.

Nevertheless, not all is similar across the board. Among the newly constructed prison facilities, hygiene is prioritized and efforts have been made to ensure an improvement in the prison facilities' hygiene. In accordance with the findings of the UHRC (2024), page 166, the newly renovated and established prison facilities have been fitted with good standard toilet facilities with running water, which enables those sanitary facilities to flush, hence improving the hygiene of the inmates⁹.

On the side of female inmates, the UPS was established to be providing sanitary absorbents to cater for them. The UPS further provides emergency medical kits for both the staff and inmates, which ensures their safety. Amidst the financial constraints, efforts have been made by the UPS to ensure that majority of the inmates get improved bedding materials and uniforms whereby most of the time; these inmates are supplied with these provisions which improve on their humane handling as inmates (UHRC, 2024, page 168)¹⁰.

⁹ Uganda Human Rights Commission (2025). *The 27th UHRC Annual Report on the State of Human Rights and Freedoms in Uganda in 2024*. UHRC.

¹⁰ Uganda Human Rights Commission (2025). *The 27th UHRC Annual Report on the State of Human Rights and Freedoms in Uganda in 2024*. UHRC.



We can perform! Prisoners at Luzira Women Prison in a traditional dance. UPS observes women's dignity by ensuring proper menstrual hygiene.

Menstrual hygiene is very sensitive, especially on the side of females, and this move shows how concerned UPS is in ensuring the dignity of female inmates. This is an indicator that no matter the UPS grapples with the challenge of hygiene, there are positive steps being undertaken to resolve the challenge hence a bright future ahead.

Another key component that the study found out as a crucial item that contributes towards humane custody of the prisoners in Uganda is access to adequate food. It was discovered that UPS has improved on the quality and quantity of the food that is provided to the inmates. This is in terms of providing at least three meals a day of breakfast, lunch and supper. On the quality of the food provided to the inmates, the inmates were reported not only being fed on the traditional posho and beans but the meals include other varieties like sweet potatoes, cassava and vegetables. These food

items are directly sought from the prison farms themselves, which contribute to the health of inmates through nutritional feeding (UHRC, 2024)¹¹.



Adequate and hygienically prepared meals and safe drinking water are provided to the prisoners.

A right to worship is another right that the UPS observes among the inmates. The UPS gives a chance to all prisoners to practice their faith while in prison (UHRC, 2024). This also contributes towards a humane custody of prisoners since their right to worship in accordance to their individual faith is observed¹².

Rehabilitation and Reformation of Prisoners

It was found out that the UPS is doing a good job on the rehabilitation and the reformation of prisoners. This was established to be the most part that the UPS does most and core among its mandate. Among the items that fall under rehabilitation, farming services were widely shared by different stakeholders ranging from the individual members of the public to leaders/personnel in the government and non-

¹¹ Uganda Human Rights Commission (2025). *The 27th UHRC Annual Report on the State of Human Rights and Freedoms in Uganda in 2024*. UHRC.

¹² Uganda Human Rights Commission (2025). *The 27th UHRC Annual Report on the State of Human Rights and Freedoms in Uganda in 2024*. UHRC.

governmental departments. Different stakeholders indicated that farming and educational programmes have managed to shape the prisoners into responsible citizens. Unlike the educational programmes, farming is done in nearly all the prison facilities across the country. This has empowered the youth especially to turn into responsible and law abiding citizens. One of the root causes of criminality among the youth is unemployment. Agriculture/farming employs the majority of the Ugandans, but the youth have always had a negative attitude towards farming and a lack of skills in the same. This is therefore ignored by these many youth that are left without any option hence their involvement into criminality. While serving their sentences in prison, they get involved into farming practices. This exposure provides them with farming skills, and upon their release, they do hands-on farming, and this provides them with some form of engagement and employment, which makes them productive, hence reformed characters. On the other hand, UPS was found to be challenged when it comes to the number of inmates that overwhelm the services that it offers that would otherwise help in the rehabilitation of the offenders. The findings of the UHRC (2024) indicated that no matter the efforts that UPS tries to put into the rehabilitation of the offenders, the numbers of the inmates overwhelm the service, hence affecting the effective rehabilitation of the inmates¹³.

Reintegration

The study found out a challenge when it comes to the release of the inmates. In some instances, the inmates are just released from the prison facilities after serving their sentences. Upon the immediate release, there was a reported provision of transport money which may not necessarily be adequate to cover their transport back into their home areas. This indicates a gap in ensuring a transition of both the inmates from the prison life back into the society and the community being prepared to receive their

¹³ Uganda Human Rights Commission (2025). *The 27th UHRC Annual Report on the State of Human Rights and Freedoms in Uganda in 2024*. UHRC.

person back. This sustains the stigmatisation of former inmates since they are still perceived as criminals.

Some of the Key Informants indicated that....

They are not reintegrating. UPS just discharges. I hear sometimes when they work, they are given transport money back home, but some become stranded and lack means of getting back home (K11, 2024).

Reintegration of ex-inmates is not sufficiently done. The ex-inmates are not escorted back to their communities. They are released and left to go back on their own, which puts them at risk (K12, 2024).

Another FGD participant noted that...

Reintegration takes place but not in all cases. The common case is where an inmate that has been in prison for so long is being discharged. Some of these inmates that are being released who had committed big offences like murder, aggravated defilement and habitual stealing, some days prior to their release, the officers from UPS come and have meetings with the families and the local leadership and inform them that their person is about to be released. I think they try to counsel them not to look at this character as a criminal but as a changed person. It is rare for UPS to release someone who is not changed. However, this arrangement is not applicable to all cases.

On another positive note, however, it was found out that the UPS provides means of reintegrating the ex-inmates back into their respective communities. There is an arrangement between the UPS and the families where these ex-inmates come from. The dialogue between the UPS and the ex-inmates' homes is to prepare the community members to accept their people back from prisons. This greatly helps in ensuring that the ex-inmates fit back into their societies and get a fresh start, hence their reintegration. This, however, meets a setback whereby the UPS' staff-to-inmates' ratio stands at 1:7 against the standard ratio of 1:3. This therefore affects the reintegration process due to the lack of enough workforces to undertake the reintegration process.

According to UHRC (2024, pp. 171), it was stated that...

The UHRC noted that after serving the sentences, pre-settlement prison officers visit the inmate's places of origin to persuade the families of the inmates to accept them in their communities upon their release. This is very good in helping with the resettlement and acceptance of former convicts.

The existence of “pre-settlement prison officers”, as reported by the UHRC (2024), is an indication of having an arrangement within UPS to ensure a transition from the prison life of the inmates to a new life after prison which involves both ex-inmates and community members.¹⁴

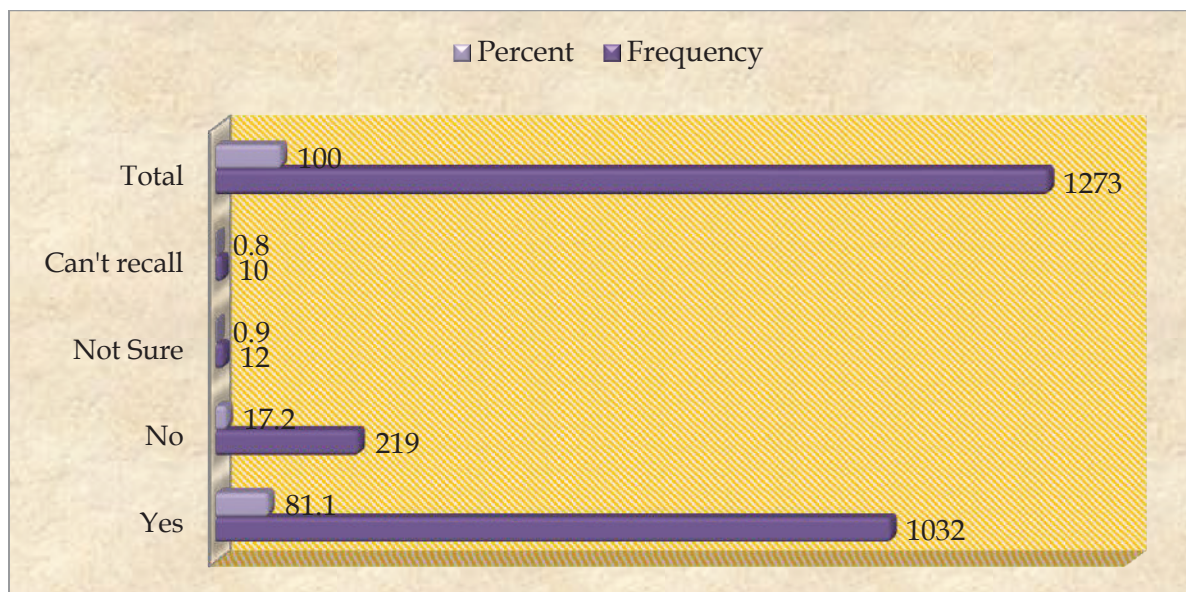
¹⁴ Uganda Human Rights Commission (2025). *The 27th UHRC Annual Report on the State of Human Rights and Freedoms in Uganda in 2024*. UHRC.

6.0 PUBLIC LEVEL OF SATISFACTION WITH THE SERVICES PROVIDED BY UPS

The public was further requested to tell how satisfied they were with the services as offered by the UPS as per its mandate. The findings are appearing as follows:

6.1 Interaction with the Prisons System

As one way of determining the satisfaction with the UPS services, the study established whether the respondents had ever interacted with the prison systems. This was done to check on what would otherwise be termed as second-hand information. Additionally, the interaction between the members of the public and the prison systems enables them to provide experience-based information. According to the study, interact in context meant an individual physically visiting the prison facility to visit an inmate or prison member of staff, seek a service or undertake a charitable visit. This was derived from asking the respondents that... Have you ever interacted with the Uganda Prisons Service system? The study therefore tasked the respondents to say if they have ever interacted with the UPS systems, and their responses to the same query are as follows:



Source: Primary Data

Figure 6.1: Interaction with the UPS Systems

The findings as presented in Fig. 6.1 indicate that the majority of the respondents, at 81.1%, have ever interacted with the UPS systems. Those that indicated “No” stood at 17.2%. 0.9% were not sure, while 0.8% could not tell whether they had ever visited a prison facility. Basing on the response of the majority (81.1%) that said “Yes”, it implies that the people responded about their satisfaction with UPS based on their experience that arose with their interaction with the similar institutions.

6.2 The reason for interacting with the UPS systems

To justify their direct interaction with the UPS systems, the respondents were tasked with saying “What were/was the reason(s) for your interacting with the prison systems?” The responses were captured, and the findings are presented in the following Figure:

Table 6.1: Interaction with the UPS Systems

	Frequency	Percentage
Was imprisoned	101	7.9
To visit inmate	503	39.5
To visit a prisons staff	117	9.2
Closer to the prisons facility	329	25.8
Other	119	9.3
Medical Services	104	8.2
Total	1273	100.0

Source: Primary Data

The findings in Fig. 8.2 indicate that those that interacted with the prison systems to visit their beloved ones that were imprisoned were 39.5%; those that got in touch due to their proximity with the prison facilities stood at 25.8%; those that went there for other reasons, like charity purposes, stood at 9.3%; 9.2% visited the prison facilities to visit the prison staff, 8.2% visited to access medical services while 7.9% were at one time inmates/were imprisoned. This picture shows that all the respondent in one way or another, have ever had direct contact with the prison systems, and therefore their responses reflected their individual experiences with the prison systems.

6.3 Frequency of interacting with the UPS systems

The study further asked the members of the public about their frequency of interacting with the prison system. This was achieved through asking the respondents that... “How often have you interacted with the UPS system?” The captured responses were analysed and the findings are as follows:

Table 6.2: Frequency of Interaction with the UPS Systems

	Frequency	Percentage
Don't remember	127	10.0
To a less extent	499	39.2
Once in a while	315	24.7
Sometimes	185	14.5
Always	51	4.0
Anytime I want	96	7.5
Total	1273	100.0

Source: Primary Data

The results in Table 6.2 indicate that 39.2% interacted with the UPS systems to a lesser extent, 24.7% interacted with the prison systems once in a while, 14.5% indicated “sometimes”, 10.0% did not remember how often they interacted with the UPS systems, 7.5% interacted any time that they wanted, while 4.0% always interacted with the UPS systems. According to the study findings, there is a clear indication that those who reported “To a less extent”, “once in a while”, “sometimes”, “always” and “any time they wanted” have had direct contact with the UPS systems. Additionally, when combined together, these groups form one major group of the majority, at 90.0% of the respondents that have at least had an interaction with UPS systems. This further

substantiated the quality of the information that was availed to the study by having the respondents that had knowledge about the operations of UPS in different ways.

6.4 The trend of UPS Services

The study, after the establishment of the respondents' chances of interacting with the UPS systems, went ahead to find out how the UPS services have been changing. This is because the establishments of the changes within the services are key in the assessment of trends of the service and, instantly, the satisfaction of the public that is served by UPS as an institution. According to the study, the trend that was set for the respondents to make a comparison dated back to five years from the time that they were consulted. To achieve this comparison of the trend in the change of UPS services, the respondents were asked that... Comparing the present and the past 5 years, how are you seeing the UPS services?

Table 6.3: Trends in the UPS Services

	Frequency	Percentage
Can't tell	255	20.0
Deteriorating	63	4.9
Stagnating	147	11.5
Somehow improving	563	44.2
Greatly improving	238	18.7
Unpredictable	7	.5
Total	1273	100.0

Source: Primary Data

The results in Table 6.3 indicate that 44.2% of the respondents reported that the UPS services in the last 5 years had "somehow improved", 20.0% could not tell, 18.7% reported "greatly improving", 11.5% reported "stagnating", 4.9% reported "deteriorating", while 0.5% reported "unpredictable". From the picture that is reflected in Table 6.3 above, there is an indication of having the services in UPS generally improving. This was attributed to those that reported "somehow improving" and "greatly improving". When combined together, these respondents in the "improvement" side form the majority of the respondents at 62.9%.

7.0 IMPORTANCE OF THE UGANDA PRISONS SERVICE SERVICES TO THE SOCIETY

The study went ahead to find out how important some of the key UPS services are to the Ugandan citizens. Apart from the custody of what the public might consider as “offenders”, there are other services that the UPS offer either directly or indirectly to the general public. To achieve this, the study asked the members of the public to rate the stated concepts in Table 9.1 and rate them based on: 1- Not at all, 2- Fair, 3- Undecided, 4- Satisfied and 5- Excellent.

Table 7.1: Importance of UPS services to the Society

	N	Minimum	Maximum	Mean	Std. Deviation
Safe custody of inmates	1273	1.0	5.0	3.194	1.1564
Health of inmates	1273	1.0	5.0	2.775	1.1319
Observation of prisoners' rights	1273	1.0	5.0	2.600	1.1741
Rehabilitation services	1273	1.0	5.0	2.918	1.0875
Reintegration of inmates back in societies	1273	1.0	5.0	2.867	1.0642
Farming programmes	1273	1.0	5.0	3.524	1.1044
Educational programmes	1273	1.0	5.0	2.946	1.1318
Industrial programmes	1273	1.0	5.0	3.286	1.1519
Safety of prisons staff	1273	1.0	5.0	3.539	.9763
Safety of the public	1273	1.0	5.0	3.422	1.1203

Source: Primary Data

From the findings as presented in Table 7.1 above, the respondents' opinions as they rated the services of UPS to the public were measured using the Mean and standard deviation analysis. Those that scored above 3.0 included safety of prison staff at 3.539, farming programmes at a mean of 3.524, safety of the public at 3.422, industrial services at 3.286 and safety of inmates at 3.194. These indicated some degree of satisfaction. The remaining stated services scored below 3.0 (which is a range of undecided) and above 2.0 (which marked “fair”). This implies that the rest of the services of health of inmates, observation of prisoners' rights, rehabilitation services, reintegration of inmates back in

societies and educational programmes are generally fair/meet a minimum level of satisfaction to the public.

All services rated above have an average of 3.1, with a remarkable number being rated as being important. However, the stated variation (being closer to 3.0, which is a mark of “undecided”) came as a result of the levels of understanding of the details within the UPS services.

7.1 Importance of the UPS Services to the Inmates

The study also looked in detail at how the members of the public perceive the importance of these services to the inmates. The opinions are presented as follows:

7.1.1 Importance of the Farming Programmes to the Inmates

The respondents were requested to say how beneficial UPS’ farming programmes are to the inmates. To this cause, their responses appear as follows:

Table 7.2: Importance of Farming Programmes to the Inmates

	Frequency	Percentage
No Importance	32	2.5
Provide food	741	58.2
Not Sure	74	5.8
Enhance productivity	191	15.0
Contribute to rehabilitation	213	16.7
Other	22	1.7
Total	1273	100.0

Source: primary Data

The findings in table 7.2 above indicate that the majority of the respondents perceived the farming programmes of UPS as a source of food for the inmates at 58.2%, 16.7% said that they contribute to the rehabilitation of inmates, 15.0% considered UPS farming programmes as a way of enhancing the productivity of the inmates; 5.8% were not sure; 2.5% perceived them as being of no importance, while 1.7% mentioned “other” importance like the utilisation of prisons’ land. Basing on the response of the majority of the respondents, it can be stated that the public perceives the UPS farming programmes as put in place to provide food to the inmates.



Mechanised Agriculture: Inmates are trained in mechanised agriculture, a skill that benefits them after release from prison

Conclusively, those that associated the farming programmes with the importance of provision of food to the inmates, enhancement of production and rehabilitation of inmates constituted a summation of 91.6%. This is a confirmation that farming is important to inmates and the society as a whole and is a good practice.

7.1.2 The Benefit of UPS Farming Programmes to the Government

In the further assessment of how the members of the public perceive the importance of the UPS' farms to the government, they were asked.... How beneficial are UPS' farming programmes to the government? To this concern, Table 7.3 presents the findings.

Table 7.3: The importance of UPS Farms to Government

	Frequency	Percentage
No importance	28	2.2
Reduce costs of feeding inmates	434	34.1
Not sure	140	11.0
Farming skills for all	86	6.8
Part of rehabilitation of inmates	149	11.7
Improve on country's productivity	428	33.6
Other	8	.6
Total	1273	100.0

Source: Primary Data

The findings in Table 7.3 indicate a relatively even distribution of the respondents' opinions on the importance of UPS farming programmes to the government. This is because of no stated importance that took a majority of the respondents at 50% or more. The findings indicate that 34.1% of the respondents mentioned reduction of feeding costs for the inmates as important to the government, 33.6% mentioned improvement on the country's productivity, 11.7% mentioned part of the rehabilitation of the inmates, 6.8% considered them as part of the skilling process to the inmates, 2.2% considered them as having no importance while 0.6% considered them for other importance like utilisation of the available land for the UPS. As the distribution of the respondents stated the reduction of feeding costs of the inmates, improvement on the country's productivity, rehabilitation of the inmates and skilling of the inmates, it is clear that the members of the public know the reason for the establishment of the UPS farms. Most of the stated the importance of the UPS farms, with a minute percentage (2.2%) that considered them to be of no importance; it implies that the UPS farms are well utilised by the UPS authorities as per the perception of the public.



Good Quality. The CGP Can. Dr. Johnson Byabashaija inspecting cotton yields on a prison farm. UPS contributes to the country's productivity through farming.

Overall, the UPS farming programmes are very important to the government of Uganda. Therefore, there is value for money in the UPS farming programmes.

7.1.3 Importance of the UPS Farms to the Surrounding Communities

It was also a concern for the study to find out how beneficial the UPS farming programmes are to the members of the communities surrounding the UPS farms. It should be noted that the study was conducted mainly among the members that have an idea about the prisons. The study therefore asked the members that ... How beneficial are UPS' farming programmes to the surrounding communities? Table 7.4 that follows presents the results.

Table 7.4: Importance of UPS Farms to the Surrounding Communities

	Frequency	Percentage
No importance	274	21.5
Provide food	361	28.4
Not Sure	203	15.9
Access of farm inputs	96	7.5
Farming Skills	314	24.7
Reintegration of inmates in society	23	1.8
Other	2	.2
Total	1273	100.0

Source: Primary Data

The results as presented in Table 7.4 indicate that 28.4% of the respondents stated that the surrounding communities get food from the UPS farms, 24.7% mentioned getting farming skills from these farms, 21.5% indicated no importance, 15.9% were not sure, 7.5% indicated access to farm inputs, 1.8% mentioned reintegration of inmates in society, while 0.2% indicated other functions like marking a boundary of UPS land and the general public's land. When brought together, the majority of the respondents, at 62.6%, indicated that the surrounding communities appreciate the importance of UPS farming (it should be noted that 87.6% of the respondents stay within a radius of 10 Kilometres from the nearest prison facility- Figure 2.4). However, compared to the government and the public' knowledge of the mandate, it appeared a bit low. It should

be noted that the members of the community would have wished to share the farms' proceedings - directly.



Farm input: The State Minister for Agriculture Hon. Lt. Col. (Rtd) Bright Rwamirama visits the UPS exhibition stall during the annual national agricultural show. UPS provides quality seeds that farmers can access to improve on their productivity.

7.1.4 The importance of industrial services to the Inmates

The industrial services, as part of the UPS services that are available in their systems, were also asked to the members of the public how important they are to the inmates. According to the study, the respondents were asked... How beneficial are UPS' industrial services to the inmates? The results to this concern are presented in Table 7.5 that follows:

Table 7.5: The importance of Industrial Services to the inmates

	Frequency	Percentage
No importance	32	2.5
Skills enhancement	648	50.9
Source of income	364	28.6
Don't know	79	6.2
Rehabilitation of inmates	150	11.8
Total	1273	100.0

Source: Primary Data

The results in Table 7.5 indicate that the majority of the respondents, at 50.3%, stated skills enhancement as the importance of the industrial services in UPS to the inmates. Those that perceived them as a source of income to the inmates constituted 28.6%; 11.8% considered them as a way to rehabilitate inmates; 6.2% did not know; 2.5% saw them as being of no importance, while 0.6% considered them for other purposes, like having the inmates occupied or making useful items like furniture for the UPS offices. This, according to the results, indicates that the members of the public know the importance of the industrial services of UPS, which is basically skills enhancement, which is key in rehabilitating inmates and instantly reducing crime in the country.

Conclusively, it can be stated that 91.3% could see a positive impact of the UPS industrial services (with emphasis on skill enhancement, source of income and rehabilitation of inmates), implying that these industrial services are at the peak of the deserved programme. Like farming, it is worth maintaining for the benefit of inmates and society.

7.1.5 The benefit of UPS Industrial Services to the Government

Additionally, the study asked the members of the public how important they are to the government. According to the study, the respondents were asked... How beneficial are UPS' industrial services to the government? The results to this concern are presented in Table 7.6 that follows:

Table 7.6: The importance of UPS Industrial Services to the Government

	Frequency	Percentage
No importance	27	2.1
Skills Development	326	25.6
Source of income	556	43.7
Don't know	164	12.9
Rehabilitation of inmates	98	7.7
Cost reduction on purchases	102	8.0
Total	1273	100.0

Source: Primary Data

The results in Table 7.6 indicate that 43.7% of the respondents perceived the industrial services as a source of income for the government, 25.6% considered them for skills development for the inmates, 12.9% did not know, and 7.7% of the respondents perceived them as being used in the rehabilitation of the inmates. 8.0% considered them as a way of reducing costs on purchases, and 2.1% saw them as being of no importance. It can be realised that when put together, those that mentioned skill development, source of income, rehabilitation of inmates and cost reduction on purchases form the majority of the respondents at 85.0%. This further implies that as the government of Uganda has been promoting industrialisation, the UPS industrial services have contributed towards the realisation of the general industrialisation goal and been beneficial in various ways as stated in Table 7.6 above.

7.1.6 The Importance of Industrial Services to the Surrounding Communities

The respondents were also asked... How beneficial are UPS' industrial services to the surrounding communities? According to the responses that were captured, the following were realised.

Table 7.7: Importance of Industrial Services to the Community Members

	Frequency	Percentage
No importance	117	9.2
Skills Development	279	21.9
Source of quality products	626	49.2
Don't know	127	10.0
Rehabilitation of inmates	74	6.5
Cost reduction on maintenance	40	3.1
Total	1273	100.0

Source: Primary Data

The study findings as presented in Table 7.7 indicate that 49.2% perceive the UPS industrial services as a source of quality products to the surrounding communities, 21.9% perceived the industrial services of UPS as a skills development avenue to the surrounding communities, 10.0% did not know, 9.2% indicated them as being of no importance, 6.5% perceived them as being used to rehabilitate inmates, while 3.1% reported them as for reducing costs in maintenance.

Conclusively, it can be stated that 80.7% of the respondents among the community members confirmed that UPS industrial services are very important, especially in the areas of providing quality products and therefore having these industrial services upheld and promoted in the UPS systems.



It is beyond that! The SCP/Spokesperson Mr. Frank Baine addressing stakeholders. There are several programmes in UPS that all stakeholders need to know.

8.0 CLIENT CARE AND PRISONS' BRANDING

Client care and the branding of Uganda Prisons Service were part of the study that was investigated. This was aimed at finding out how the UPS staff interacts with the members of the public, especially in normal life and whenever the clients (members of the public) happen to visit the prison facilities in search of any kind of service. Additionally, the physical appearance of the UPS staff in their uniform, the design of the uniform and how they participate in national events were considered by the study. The identified concepts that were rated by the public as per their perception, based on 1- Lacking, 2- Fair, 3- Undecided, 4- Satisfied and 5- Excellent, were done and the results are presented in Table 8.1 that follows:

Table 8.1: UPS Client Care and Branding

	N	Minimum	Maximum	Mean	Std. Deviation
Treatment of visitors	1273	1.0	5.0	3.311	1.0680
Response to inquiries	1273	1.0	5.0	2.979	1.1047
Time taken to handle a client	1273	1.0	5.0	2.927	1.0889
Payment of goods and services rendered to UPS	1273	1.0	5.0	2.847	.8880
Access to information	1273	1.0	5.0	2.725	1.0727
Discipline of UPS staff	1273	1.0	5.0	3.808	.9720
Design of UPS staff uniform	1273	1.0	5.0	4.144	.8590
Colour of UPS staff uniform	1273	1.0	5.0	4.214	.9208
UPS Parade	1273	1.0	5.0	4.155	1.0010
UPS band	1273	1.0	5.0	4.306	.9608
Sports	1273	1.0	5.0	3.399	1.2902

Source: Primary Data

The results in Table 8.1 indicate that UPS Band, UPS Uniform Colour, UPS Parade and UPS Design of the Staff Uniform scored highly above the satisfaction level, with each scoring a mean of 4.306, 4.214, 4.155 and 4.144, respectively. This indicates that the four identified items that are used by the UPS' brand are positively perceived by the general public. On the other hand, the discipline of UPS scored a mean of 3.808, which is above 3.5, indicating that it went past a mark of "Undecided", hence satisfactory to the members of the public. The UPS Sports indicated a slight score above 3.0, which is a

mark of “Undecided”. This implies that some people had an idea of the presence of UPS sports, but the majority presented inadequate knowledge. In a similar way, treatment of visitors by the UPS staff fell slightly below a mark of 3.5, which shows that the majority of the respondents were in the line of “Undecided”, with another section indicating some degree of “Satisfaction” at a mean of 3.311. The UPS’s “Response to enquiries” and “Time taken to handle a client” presented a mean of 2.979 and 2.927, respectively. This showed a mean above 2.5, below which they would have fallen in the zone of “Fair”. These means are too close to 3.0, which indicates a zone of “Undecided”. This implies a higher degree of having mixed reactions from the public, with some saying that the two concepts - responding to enquiries and time taken to handle a client - are fair to the public, while others are not able to tell/undecided. Additionally, UPS’ payment of goods and services offered to them also indicated a mean of 2.847, which is also above 2.5 and closer to 3, which is a zone of “Undecided”. This further indicated a knowledge gap among the members of the general public whereby their (members of the public) involvement in supplying goods and services to UPS is minimal, hence they are unable to tell how UPS responds to its suppliers of goods and services. Finally, access to information from UPS by the general public also indicated a mean of 2.725, which is also above the 2.5 mean and closer to 3.0, which is a line of “Undecided”. This further indicates that a section of Ugandans find access to information from UPS to be fair, with another section not decided.

The summation of the mean on the client care and the branding of Uganda Prisons service comes to an average mean of 3.53, which is closer to a mean of 4, which is in the zone of satisfaction. This implies a credit to UPS management, though there is still room for improvement.



Women and Men in Uniform: While passing out the cadets, the public is invited. It is on such occasions that Ugandans are able to appreciate the uniform and parades of the UPS.



National Celebrations: Uganda Prisons Band performs in most National Functions and members of the public appreciate its performance.

8.1 Ex-Inmates' Benefits from the UPS Services

The study went ahead to ask the members of the public how the ex-inmates benefited from the UPS services. This was done in order to find out how the UPS' mandate of correctional, rehabilitation and reintegration is being achieved. To achieve this, the study asked the respondents that... In general, how did the ex-inmates benefit from UPS services? The collected responses generated the results that are presented in Table 8.2 that follows:

Table 8.2: Ex-Inmates' Benefit from UPS Services

	Frequency	Percentage
Skill enhancement	523	41.1
Social fitting	100	7.9
Reduction in criminal acts	255	20.0
Behavioral Change	118	9.3
Responsible citizens	105	8.2
Nothing at all	90	7.1
Other	82	6.4
Total	1273	100.0

Source: Primary Data

The results in Table 8.2 above indicate that some of the key performance indicators of UPS for having achieved correctional, rehabilitation and reintegration include skill enhancement of the ex-inmates, social fitting/reintegration and reduction in criminal acts, behaviour change and being transformed into responsible citizens. The results indicated that of all the performance indicators that were tested, there was none that took the majority of the respondents. However, all the indicators were at least mentioned by the respondents as being realized among ex-inmates. The findings indicate that 41.1% of the respondents mentioned skill enhancement among the ex-inmates. The respondents observed a change among the ex-inmates, compared to the time they entered prisons as convicts and the time they came back into society; they exhibited having learnt something that enables their productivity. Another 20.0% of the respondents indicated a reduction of criminal acts among the ex-inmates which indicated a contribution towards the reintegration of inmates back into society.

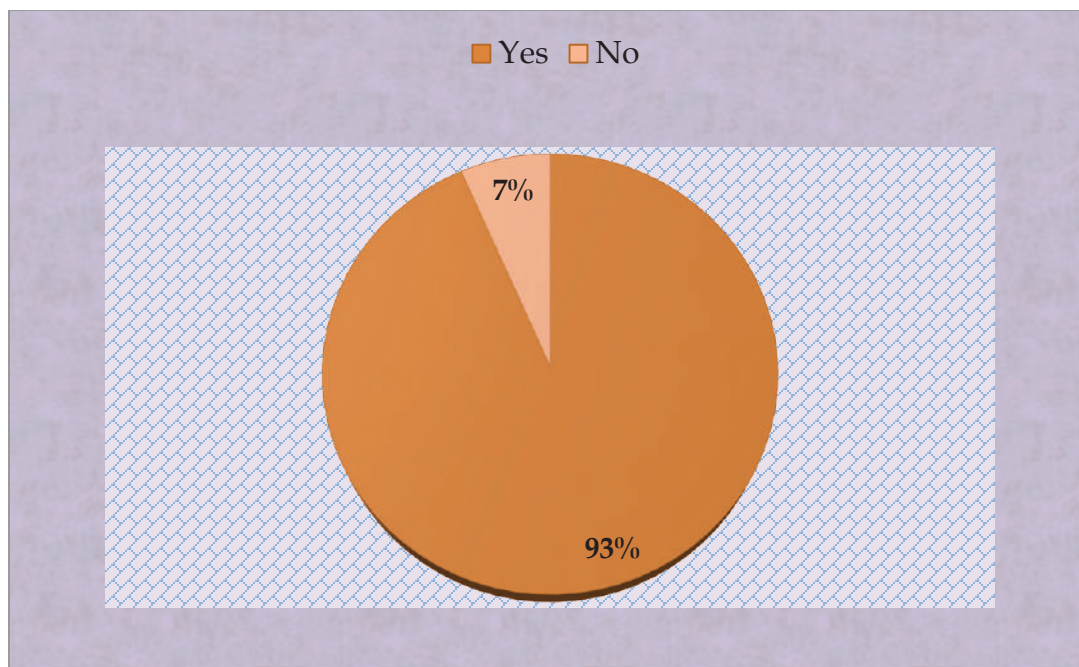
Behaviour change was reported by 9.3%, while 8.2% mentioned responsible citizens and 7.9% indicated social fitting, whose aim is rehabilitation of inmates. Those that mentioned nothing at all constituted 7.1%. Other benefits that the respondents mentioned that were outside correctional, rehabilitation and reintegration that were termed as “others” by the study formed 6.4%. Generally, when reduced from those that mentioned UPS having been of benefit to the ex-inmates, those that mentioned “Nothing at all” were 7.1%, and those that indicated UPS as being beneficial to the ex-inmates constituted the majority of the respondents at 92.9%. This is an implication that the UPS is achieving its mandate of correcting, rehabilitating and reintegrating ex-inmates into society.

9.0 THE PERFORMANCE OF UPS VERSUS THE OTHER JLOS ORGANS

To better establish how the public understands the performance and the mandate of the UPS, the study worked to find out if members of the general public were in a position to separate the UPS from other organs. These organs that the study aimed at are those that work hand in hand with the UPS within the Justice, Law and Order Sector.

9.1 Other JLOS Organs that work Hand in Hand with UPS

The respondents were asked whether they were aware of other JLOS organs that they knew work alongside UPS. This was done in order to enable the study to establish whether the populace is aware of what probably could enable the UPS to perform its duties and whether they were able to separate the UPS mandate from the sister organs that work together. To achieve this, the respondents were asked... Are you aware of other JLOS organs that work hand in hand with UPS?



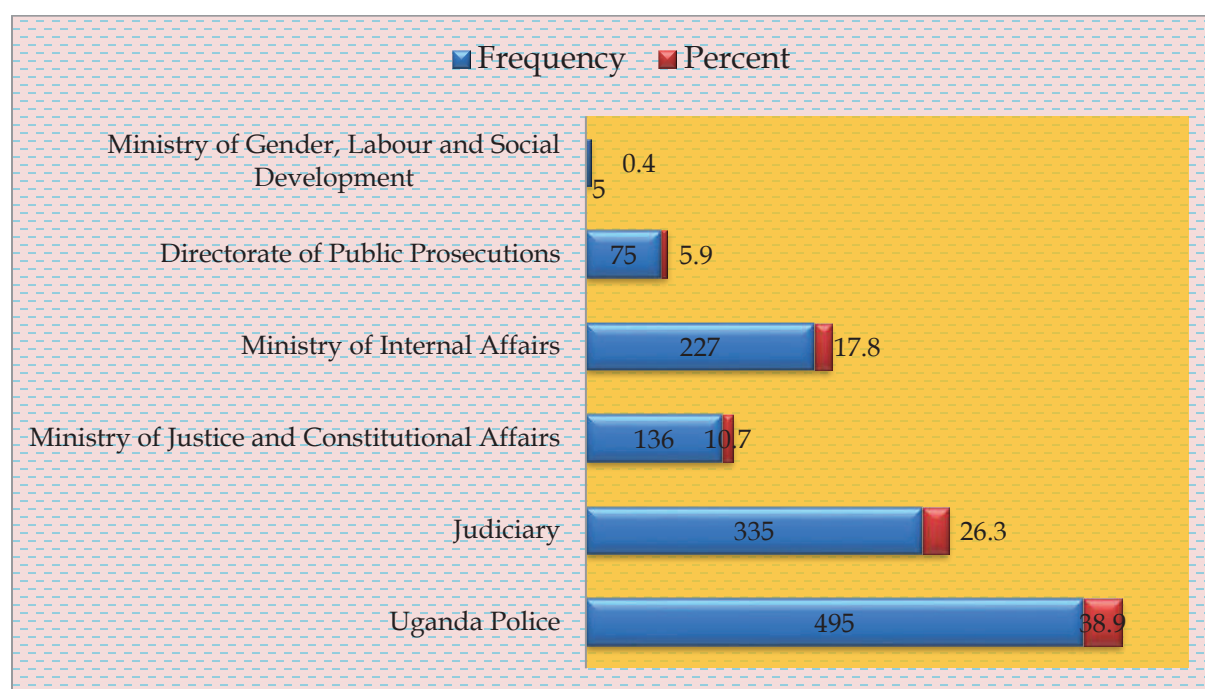
Source: Primary Data

Figure 9.1: Knowledge of other JLOS Organs

On whether the respondents knew other JLOS organs that work hand in hand with UPS, the majority of the respondents, at 93.0%, agreed and, 7.0% disagreed. Basing on the submission of the majority of the respondents that agreed with the concept, it implies that most of the members of the public are aware of other JLOS organs that work with UPS.

9.2 The Known JLOS Organs

To justify the respondents' knowledge of the existence of other JLOS organs that UPS works hand in hand with, the respondents were tasked to tell which these organs were. The respondents were asked... If yes (in 601 above), which ones are they? This concern was raised to find out in case those that said "yes" could be in a position to tell the possible JLOS organs, and the results in figure 11.2 present the findings.



Source: Primary Data

Fig. 9.2: The Known JLOS Organs

The respondents indicated knowledge of other JLOS organs that work hand-in-hand with UPS, indicating Uganda Police at 38.9%, the Judiciary at 26.3%, the Ministry of Justice and Constitutional Affairs at 10.7%, the Directorate of Public Prosecutions at 5.9%, and the Ministry of Gender, Labour and Social Development at 0.4%. The results

indicated that the members of the public at least have knowledge about other organs in the JLOS that work hand in hand with UPS. It should be noted that among all those that were mentioned, there are none of the JLOS organs that took the majority (>50%) of the respondents. This implies a fair distribution of the knowledge about JLOS organs that work with UPS. According to the statistics, although the Uganda Police never took the majority, it scored highly compared to others. This is due to its closeness to the public compared to other organs. Nevertheless, the study can conclude that in the UPS' publicity, there is adequate knowledge shared on how UPS operated, especially in its executing of its mandate while working with other sister organisations in the justice sector.

9.3 Differentiation of the UPS Mandate from other JLOS Organs

It was one of the interests of the study to find out whether the members of the public were in a position to tell the difference between UPS and other JLOS organs. This was further associated with their ability to tell how UPS relates with these other JLOS organs. From the findings that came as a result of the study asking the respondents.... "Of one of the mentioned JLOS organs in 602 above, how different is its mandate from UPS' mandate? The results are appearing as follows:

Table 9.1: Differentiation of UPS and other JLOS Organs

	Frequency	Percentage
Prisons does rehabilitation while others don't	903	70.9
Same mandate	99	7.8
Somehow similar	53	4.2
Prisons performs better than other JLOS organs	77	6.0
Police arrests while prisons does custody	16	1.3
Other organs affect the operations of UPS	72	5.7
Prisons is a service while others are a force	7	.5
Can't tell	46	3.6

Source: Primary Data

The findings indicated that UPS had a different mandate altogether in comparison with other JLOS organs. This is as a result of the majority of the respondents (70.9%) that indicated UPS' role as being the majority rehabilitation of the offenders, while others do

not participate in the same role. Those that mentioned a similar mandate constituted 7.8%; 6.0% perceived UPS performing its mandate better than other JLOS organs, 5.7% mentioned UPS' operations being affected by other JLOS organs; 3.6% could not relate UPS with other JLOS organs; 1.3% mentioned specifically Uganda Police's role as effecting arrest of wrong elements while UPS carries out a custodial role; and 0.5% identified other JLOS organs as a "Force" while UPS as a "Service". This implies that the members of the public are in a position to differentiate the role of UPS from other JLOS organs while clearly demarcating the mandate of UPS through mainly pointing out the rehabilitation role of UPS, which others may not necessarily get involved in.



To the Court: UPS personnel delivering and escorting suspects to court. Some members of the public can differentiate the roles of UPS and other JLOS organs

9.4 Execution of UPS' Role

After the establishment of the role of UPS as being distinct from other JLOS organs, the study looked into how well UPS works with other stakeholders in the execution of its mandate. This was derived through asking the respondents, "How well do the other JLOS organs work with UPS to execute its mandate?"

Table 9.2: The Working of UPS with Stakeholders

	Frequency	Percentage
Not sure	279	21.9
Not Well	47	3.7
Very Well	576	45.2
Better with UPS	315	24.7
Excellent	56	4.4
Total	1273	100.0

Source: Primary Data

The results in Table 9.2 indicate that 45.2% of the respondents said that UPS works with its stakeholders very well in the execution of its mandate. Another 24.7% mentioned that other stakeholders instead work better while working with UPS, 21.9% were not sure of UPS' working with other stakeholders, 4.4% mentioned that UPS excellently works with its stakeholders, while 3.7% reported UPS not working well with other stakeholders. The overall score of 74.3% generally indicated that UPS works well with other stakeholders in the JLOS system. This implies that the members of the public perceive UPS as an institution that works well with their stakeholders in the JLOS system.

9.5 The Effect of Other JLOS Organs on UPS

The study considered the possibility of a hitch in one of the JLOS organs affecting the operations of UPS. The study therefore took an initiative to find out from the respondents the extent to which a challenge in one of the JLOS organs might affect the operation of UPS. The findings to this concern appear in Table 9.3 that follows:

Table 9.3: The Effect of Other JLOS Challenges of UPS

	Frequency	Percentage
Not sure	109	8.6
No extent	60	4.7
On an average extent	124	9.7
To a larger extent	980	77.0
Total	1273	100.0

Source: Primary Data

The members of the public at 77.0% indicated that UPS' operations can be greatly affected by a challenge in other JLOS organs, 9.7% stated that on average, UPS' operations can be affected by a challenge in other JLOS organs, 4.7% said that other JLOS organs' challenges cannot affect UPS' operations, while 8.6% were not sure. According to the findings, it can be summed up as the respondents overwhelmingly agreeing that a challenge in one of the sector institutions can greatly affect UPS services at 86.7%. This is an implication that the members of the public in Uganda are able to tell that UPS' operations can be affected by the challenges in other JLOS institutions.

9.6 A Comparison of UPS and Other JLOS Organs

In order to better understand how the public perceives the services of UPS, the study asked the members of the public that... "How would you rate UPS' performance in comparison to other JLOS organs?" This was done to further justify the people's ability to differentiate the UPS services from the services offered by other players within the JLOS system. The results are presented as follows:

Table 9.4: Comparison of UPS and other JLOS Organs' Performance

	Frequency	Percentage
No idea	312	24.5
Others are incompatible with UPS	32	2.5
Others perform better than UPS	53	4.2
Outstanding	876	68.8

Source: Primary Data

The results in Table 9.4 indicate that 68.8% of the respondents reported the UPS' services as outstanding in comparison to other organs in the JLOS sector. On the other hand, 24.5% had no idea about relating and comparing the UPS' services with the other JLOS organs. Another 4.2% stated that other organs in the JLOS system perform better than UPS, while 2.5% mentioned that UPS cannot be compared to the other JLOS organs. This implies that according to the perception of the members of the public, UPS' performance is outstanding in comparison with other players in the JLOS sector.

10.0 SUMMARY OF THE FINDINGS

In fulfilment of the objective of this study, the public perception survey of Uganda Prisons Services to inform the UPS future decisions relating to service delivery and the public, the survey contacted different stakeholders, including the general public, the LG leadership, the government departments, CSOs and Uganda Prisons Service. The specific objectives of the survey were achieved, and each stakeholder's perception was sought by the study in accordance with each specific objective as presented in the following models:

Table 10.1: Knowledge of the UPS vision, mission, mandate and services Delivered

Stakeholder	Vision	Mission	Mandate	Services Delivered
Uganda Prisons Service	√	√	√	√
Individual members of the public	X	X	√	√
Group Discussions	√	√	√	√
Local leadership	√	√	√	√
LG Departmental Heads	√	√	√	√
Government Departments	√	√	√	√
CSOs	√	√	√	√

Key

- √ High rate of knowledge
- X Below average rate of knowledge

The results in Table 10.1 indicate that the UPS staff have full knowledge of the vision, mission, mandate and services delivered by the UPS as an institution. On the other side, the study realised that the individual members of the public have limited or no knowledge of the UPS vision and mission. Nevertheless, the individual members of the public exhibited higher knowledge of the mandate and the services that the UPS offers to the nation. When members of the public were gathered in a matrix of FGDs, they indicated full knowledge of the UPS vision, mission, mandate and the services offered.

The rest of the stakeholders that participated in the study, like the local leaders, LG Heads of Departments, government officials within the main departments and ministries, plus the CSOs, indicated knowledge of the UPS vision, mission, mandate and the services delivered.

Table 10.2: Institutional Perception of the Members of the Public Towards their Knowledge of the UPS vision, mission, mandate and services Delivered

Stakeholder	Vision	Mission	Mandate	Services Delivered
Uganda Prisons Service	√	√	√	√
Local leadership	X	X	√	X
LG Departmental Heads	X	X	X	√
Government Departments	X	√	√	√
CSOs	X	X	√	X

Key

- √ High rate of knowledge
- X Below average rate of knowledge

The institutions that were consulted in this study, as indicated in Table 10.2, which included UPS, local leadership, LG HODs, LGs and CSOs, were also requested to share their views towards the members of the public and their knowledge about the UPS's vision, mission, mandate and services delivered. These institutions indicated mixed views. The UPS indicated that members of the general public know UPS mission, vision, mandate and services delivered. The local leadership indicated that the members of the general public are only limited to the mandate of the UPS. The LG HODs indicated that the members of the public only know the services delivered by the UPS; the government officials indicated that the members of the general public lack knowledge of the UPS vision and mission, but are aware of the UPS mandate and services offered. At the side of the CSOs, they indicated that the members of the general public are only limited to the mandate of UPS.

Table 10.3: Public's access to information about Uganda Prisons Services,

Item	Rating
Availability of information about Uganda Prisons	√
Frequency of getting information about UPS	√
Availability of multi-channels to access the information	√
The appropriateness of the channels as the source of information about UPS	√
Adequacy of the Information Commonly Aailed	X
Balanced information about UPS	√
Information shared on different channels vis-à-vis the Picture of UPS	X

Key

- √ Agree
- X Disagree/ not satisfactory

The summary in Table 10.3 indicates that the members of the general public have access to information about UPS; they frequently get information about UPS; they have several channels that they utilise to get information about UPS; and these channels are appropriate when it comes to delivering information about UPS. Additionally, members of the general public indicated that the information they get about UPS is balanced. However, they indicated getting inadequate information about UPS, and the information that they get is not representative of the perceived UPS picture.

Table 10.4: Public Perceptions Regarding UPS Execution of its Mandate

Stakeholder	Mandate	Safety of inmates	Humane custody	Rehabilitation and Reformation	Reintegration
Uganda Prisons Service		√	√	√	√
Individual members of the public		√	√	√	X
Group Discussions		√	√	√	√
Local leadership		√	X	√	X
LG Departmental Heads		√	√	√	√
Government Departments		√	√	√	√
CSOs		√	√	√	√

Key

- √ UPS meets the minimum standard
- X UPS below the average standard

The summary in Table 10.4 presents the members of the general public's perception regarding UPS's execution of its mandate. The members of the general public indicated that UPS is not doing well (performing below the minimum standards) in the reintegration of the former inmates into society. From the FGDs, they indicated UPS meeting the minimum standards on the safety of the inmates, humane custody, rehabilitation and reformation of inmates and reintegration. The local leadership indicated that the general public perceives UPS performing below the minimum standards in humane custody of inmates and reintegration of inmates. The rest of the stakeholders, like the LG HODs, government officials and the CSOs, indicated that the general public perceives UPS as meeting the minimum standards in ensuring the safety of the inmates, humane custody, rehabilitation and reformation of inmates and reintegration.

Table 10.5: Satisfaction with the services provided by UPS

Satisfaction with:		Importance of UPS services	Importance of services to the society	Importance of the UPS Services to the Inmates	Importance of the UPS Services to the Government	Importance of the UPS Services to the community
Stakeholder						
Uganda	Prisons	√	√	√	√	√
Service						
Individual	members	√	√	√	√	√
of the public						
Group Discussions		√	√	√	√	√
Local leadership		√	√	√	√	√
LG	Departmental	√	√	√	√	√
Heads						
Government		√	√	√	√	√
Departments						
CSOs		√	√	√	√	√


Key

√ UPS meets the minimum standard

X UPS below the average standard

The summary in Table 10.5 indicates the satisfaction of the different stakeholders with the identified services offered by the UPS to them, like UPS itself, the general public/society, inmates, the governments and the surrounding community. All the consulted stakeholders of UPS, individual members of the public, FGDs, local leadership, LG HODs, government officials and CSOs indicated that when it comes to the importance of the UPS services, they (UPS) meet the minimum standards.

Table 10.6: Performance of UPS Versus the other JLOS organs

Stakeholders 	Knowledge of other JLOS organs working with UPS	Differentiation of other organs' mandate from the UPS' mandate	UPS' ability to execute its mandate amid other organs' roles	Other JLOS organs affecting UPS' execution of its mandate	Performance of UPS compared to other JLOS organs
Uganda Prisons Service	√	√	√	√	√
Individual members of the public	√	√	√	√	√
Group Discussions	√	√	√	√	√
Local leadership	√	√	√	√	√
LG Departmental Heads	√	√	√	√	√
Government Departments	√	√	√	√	√
CSOs	√	√	√	√	√

Key

- √ Agree
- X Disagree

The stakeholders that were consulted in this study shared their opinions of how UPS works with other JLOS organs in collaboration. These stakeholders shared their knowledge of other JLOS organs working with UPS, differentiation of other organs' mandates from the UPS' mandate, UPS' ability to execute its mandate amid other organs' roles, other JLOS organs affecting UPS' execution of its mandate, and performance of UPS compared to other JLOS organs. All these identified concepts were found out to be in the know by all the different stakeholders, as they are represented by an agreement.

11.0 CONCLUSIONS AND RECOMMENDATIONS

11.1 Introduction

The study findings, as collected using the questionnaires and the interview guide, were presented and interpreted in the preceding chapter. It was realistic for the study to establish the public perception of the UPS services rendered to the Ugandan citizens at the community level and institutional level. The study basically established that the general public is aware of UPS and the services that it offers and how UPS relates with other organisations within the JLOS sector. From these findings, the research also sought to establish whether the findings can be utilised by the UPS and the stakeholders to improve the public perception of the UPS.

To realise the study objectives, this chapter summarises the study findings and their implications as per the quantitative and qualitative findings and also presents the recommendations suggested based on what the study found out.

The recommendations that the researcher came up with are in regard to the public perception of the UPS and how the UPS can be improved. These recommendations and new perspectives require some basic changes in the UPS. Therefore, the research referred to the Conceptual Change Model in Figure 11.1.

From the Change Model, the change process should consist of the three stages/categories mentioned in Figure 11.1. The conclusions that the PR office makes are in the three levels as per the study, and these are reflected in:

1. The adoption of the strategies to create awareness about the UPS and its services which will inform the public about the UPS services that are offered other than custodial services.
2. Best practices, which indicate the initiatives that UPS should adopt in client management to enhance awareness.
3. Improved UPS perception, which explains the pillars of sustained information sharing and feedback inflow for continuity in the service improvement.

This change model confirms the need for the establishment of a new structure/approach for the UPS, to cater for the implementation of the change management.

UPS Public Perception Change Model

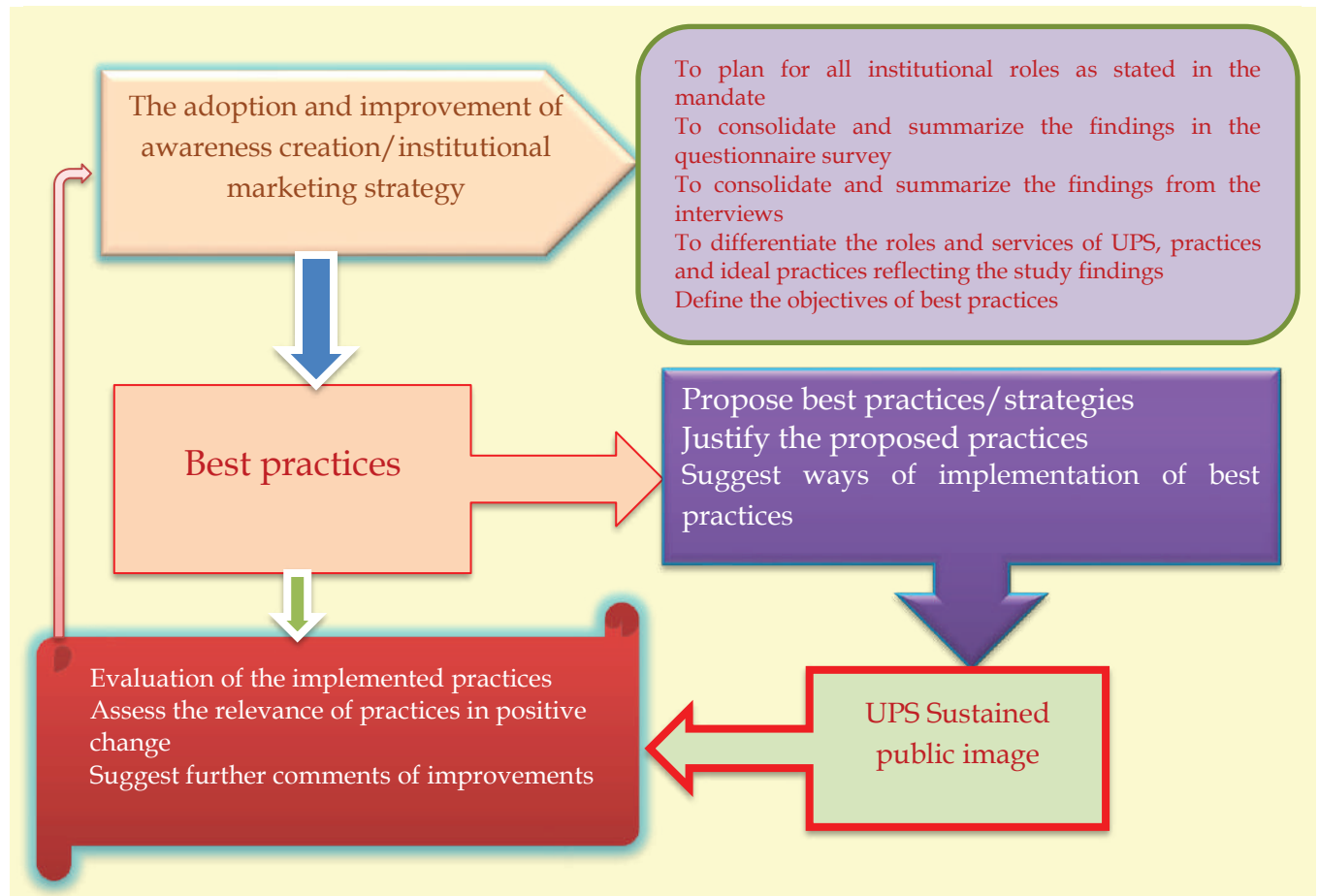


Figure 11.1: The conceptual framework guiding the case study for the improvement of the UPS public image.

12.0 RECOMMENDATIONS

After the conducting of this study and seeking views and opinions of different stakeholders, the UPS PR department came up with the recommendations. These recommendations are aimed towards the improvement of the public perception of the UPS. These recommendations came from both the suggestions raised by the stakeholders and intense study of the situation by the UPS PR office that enabled the identification of the existing gaps. The identified gaps need to be filled, and these recommendations are expected to fill the identified gaps. Once these identified gaps are filled as per the recommendations, the perception of the UPS is expected to improve among different stakeholders.

12.1 Content Balancing

The study findings indicated that the information shared about Uganda Prisons Service usually captures a smaller percentage of the services offered about UPS. There is a likelihood of the content, especially in the news clips centred on the story of interest, instantly leaving out other details. Other stakeholders like the media are encouraged to seek news and report on other areas like integration, industrial services and educational services which appear least in their news. It is further recommended that the media practitioners, as they are seeking news about UPS, should accompany it with some added information about UPS in order to limit effects of an unbalanced picture. According to the findings, it was established that the news attracts the majority of the Ugandans, especially on radios and televisions, and this has been a key channel for the creation of awareness about UPS. Therefore, in capturing the news, the reporters need to carry some added information so that the majority of the audience gets a relatively balanced UPS picture.

12.2 Open Day Approach

Like what was discovered among other players in the JLOS system, especially the Judiciary, UPS is encouraged to start open days within the public arena. This open day

has the capacity to open up to the public to interact with the UPS systems and get more information on the services about UPS. During these open days, exhibitions can be arranged, and people get to know more about the least publicised UPS services. The strength that the UPS has in achieving successful open days is that the prison services, units and facilities are well spread in all the regions and subregions of the country. This gives UPS an opportunity to be closer to the public than many other institutions within the JLOS sector.

12.3 News Creation

The UPS is encouraged to be innovative and create its own news through press conferences and partnering up with the media houses, with much emphasis on radio and television broadcasting services. This is expected to improve on the already existing information sharing about the UPS services that are offered. In these news/press conferences, UPS is recommended to arrange a certain item within its services and make news about it, like what it is, what it does, the update about the same item and how it has improved, or an impact that has recently been created by the same service in order to expand on its awareness. This UPS' arranged news conference will improve the exposure of its services to the general public and other stakeholders.

12.4 Emphasis on Catchy Areas

According to the mandate of UPS and the study findings, it was established that some areas of importance may not quickly attract the attention of the masses/the general public. Some areas within the general mission and the mandate of the UPS were established to be in the knowledge of the public, but some are not known. This is because these areas are given less attention, especially in the media. There is a likelihood of the media concentrating on the inmate being availed in courts by the UPS, observation of human rights and industrial services. However, an area like reintegration within the society and the actual meaning of "safety of the inmates" at different angles, like health, security and humane custody, are either not shared in detail or paid less attention to, especially when sharing with the press. These are some

of the important aspects within the services offered by the UPS that form a key performance indicator. Giving an example of reintegration, the study indicated especially at the side of the general public as an item that is either given less attention or not coming out to catch the attention of the general public. The study therefore recommends that the UPS improve on the creation of awareness, especially on the reintegration aspect, in order to improve on public perception.

12.5 Attitude Change

One of the issues that the study came across as a key challenge towards the perception of the UPS from the general public is the attitude that members of the general public hold towards UPS. According to the findings, people perceive the UPS as a centre of punishment and regard the inmates as public rejected elements who deserve to be kept out of the public domain, which is the prison in this case. This kind of attitude affects UPS in the sense that people might have a likelihood of not expecting anything positive from the services offered by UPS. Some of the positive services that the public should expect from UPS are the transformation of offenders and reintegration. Even after the study had established some positive results on the correctional part of the UPS among the offenders, their attention towards getting more information may be compromised by this kind of attitude. The study therefore recommended general public attitude change through awareness creation and programmes from UPS that aim at attitude change of the general public.

12.6 Funding

In this case of funding, it takes a multi-sector approach within UPS systems. There are different aspects that the UPS needs to take care of that would improve the public image of UPS. These aspects have their individual roles that they can play when funded in the improvement of the UPS public image as follows:

12.6.1 Rehabilitation and Correctional Services

It was established that the rehabilitation and correctional services as rendered by UPS play a vital role in the reintegration process and reduction of recidivism. These correctional services that are rendered by the UPS of educational services, industrial and vocational services and spiritual counselling were discovered to be effective, but their coverage is limited to a few prison facilities, especially Luzira Upper Prison. This is as a result of funding, and their (correctional services) inadequacy cripples the effectiveness of the UPS. The study therefore recommends the funding of the UPS so that the reduction of recidivism may be achieved, thus improving the public perception.

12.6.2 Staffing

The UPS tries to execute its mandate. The study, however, found out that the ineffectiveness of UPS, especially on the side of reintegration of ex-inmates, is as a result of a lack of enough social workers that act as a link between the UPS and the community while preparing them for release. When UPS meets such a kind of hitch, the execution of its mandate is affected, hence a compromised public perception. The study therefore recommends that the funding of the UPS be improved in order to expand on its workforce, which is responsible for the rehabilitation and reintegration of the ex-inmates in order to improve on the public image.

12.6.3 Awareness Programmes

The existing knowledge gap between the UPS and the general public is a result of the existing media channels' selection of the news aired about UPS. Additionally, the UPS heavily relies on these other media channels in the creation of awareness about its programmes and services or any other important information that it would like to share with the general public. The study therefore recommends that the UPS develops its own platforms, like online channels, buying space in the media, especially radio and tv, open days and bulletins, so that adequacy of the shared information is derived hence improving the public perception of UPS.

12.7 Effective Implementation of the Client Chatter

The study found out that UPS has an existing client chatter which is key in enabling UPS to attain improved service delivery. The UPS Client Chatter is important in the sense that it guides UPS on how to inform the stakeholders about their rights, expectations and obligations. The UPS Client Chatter further provides a framework for accountability for UPS to its stakeholders on a regular basis and acts as a tool for continuous performance. The study therefore recommends that the UPS bring on board its entire staff and keep refreshing them on the contents of the UPS Client Chatter and update them on how it can be utilised as changes come.

12.8 The Uganda Prisons Brand

The study findings found out that UPS has its corporate brand. This brand is exhibited in many different ways, and these different ways were discovered to be at a difference of perception among the members of the public. Some of these components of the UPS brand need to be maintained with some improvements, while other components of the UPS brand need improvement.

12.8.1 Uganda Prisons Band

The study findings indicated that the UPS Band is outstanding among the components of the UPS brands. This is one of the key components that attracts the attention of the general public and was ranked as one of the best in the corporate brands off UPS. The study therefore recommends that the capacity and the services of the UPS band be expanded so that a positive image of UPS may be upheld.

12.8.2 Uganda Prisons Parade

The study realised that the UPS parade, especially during the national functions and celebrations, attracts the attention of the members of the public. The study therefore recommends that the UPS parade be expanded both in capacity and scope so that the brand of UPS may be kept in the public knowledge.

12.8.3 Color of the UPS Uniform

The UPS uniform colour and design were appreciated by the members of the public. This is crucial because it helps the UPS stick in people's minds, and the maintenance of the existing and appreciated uniform colour will help the UPS to strengthen the brand, which will make it instantly recognisable. The study therefore recommends the maintenance of the UPS uniform colour since its consistency will make UPS look organised and professional. Additionally, the existing UPS uniform colour is perceived as a sharp, coordinated appearance which builds trust and makes the public feel like they are dealing with a competent organisation.

12.8.4 Sports

Uganda Prisons Service has existing sports clubs that are recognised by the general public. The sports, however, are limited for tournaments, which limits other opportunities that are associated with the UPS sports. The study therefore recommends that the UPS sports be used for promoting the UPS brand.

12.8.5 Effective Customer Care

The study indicated that the UPS tries to take care of their clients, especially proper handling of the visitors. However, this should be emphasized through customer care trainings throughout the entire UPS staff. This is so because the interaction between UPS and the members of the public has a central role in the protection of the corporate image. The study therefore recommends that the UPS should maintain and emphasise the staff training on customer care and client handling services.

12.8.6 Community Engagement

Community engagement is a powerful tool for building and enhancing UPS' corporate image. When implemented, it is expected to build trust and credibility among the community members, and the people will in turn support UPS. Community engagement will also improve on UPS staff morale, which will further improve the corporate image. In order to achieve this, the study recommends that the UPS

collaborates with surrounding institutions like schools and smaller businesses and sponsors or co-hosts local initiatives.

12.8.7 Mind-set Training

Under the mind-set training, the study considers it for the UPS staff in preparing them to develop mental habits to enable them to attain the entire UPS goals. Under this mind-set training, the staff should be empowered on self-awareness to understand their thoughts and beliefs towards the UPS goals. Other associated mind-set training involves mental resilience for stress management, building discipline and a shift from negative to constructive inner dialogue.

12.8.8 Stakeholder Dialogues

The UPS has several stakeholders within and outside the JLOS sector. Like any other organizations, self-awareness and continued organizational assessment and learning can be achieved through dialogues. Additionally, stakeholder updates can be achieved through these dialogues where UPS can update the relevant stakeholders on the ongoing and accomplished milestones that can be shared. The self-awareness enables an organisation establish its stand and works out undertakings for improvement. The shared organisational milestones also enable the stakeholders to get an improved perception and picture of an organisation. The study therefore recommends constant stakeholder dialogues like stakeholder breakfast meetings so that constant communication between UPS and stakeholders may be achieved.

12.9 Emphasis on Perception of the Service

The nature of the UPS work may not easily be compared to other services in both the government and private sector. The UPS services are more sensitive, and this usually comes with a relatively biased and compromised perception from different stakeholders. The study findings indicated that a section of the members of the public perceive UPS and limit it to the “punishment” services for the offenders, but concepts of transformation, reformatory and reintegration are paid little attention. On the side of

UPS, the study recommends intense publicity on the institutional capacity to rehabilitate and transform offenders, responsiveness to the clientele demands, assurance, and the UPS brand that is associated with other services other than custodial services.

12.10 Observation of Human Rights

The nature of the UPS mandate and expectations puts UPS in the limelight of all stakeholders, especially on the side of human rights observation. The study therefore recommends that the UPS staff not only be trained and offered refresher trainings on the human rights observation but also take a stand initiative towards the strict observation of human rights. This strict observation of the human rights will limit the stakeholder and public negative perception of UPS as a torture chamber for the inmates.

12.11 Modern Media Equipment


Although the UPS is not primarily a media organisation, it has a lot to do with prompt communication with the stakeholders and the general public. A key way that the UPS utilises most is reliance on the external media houses to reach out to the stakeholders. However, UPS can also acquire modern media equipment like cameras, internet services and computers in order to have internal news captions that can be quickly shared with the general public, which will provide first-hand information in its originality before being compromised by external reporters that may share incomplete or one-sided information.

12.12 Periodic Perception Survey

In order to improve and maintain a good image, the study recommends that UPS make arrangements for periodic public perception surveys. This can be done in a two-year period so that a constant assessment can be achieved and constant feedback can be gotten on the implemented recommendations and how they work in uplifting the UPS' image.

Appendices

Appendix I: Uganda Prisons Service Team Introductory Letter

WEBSITE : www.prisons.go.ug TELEPHONE : +256-414-256751 FAX : +256-414-344104 EMAIL : compris@utionline.co.ug : info@prisons.go.ug		UGANDA PRISONS SERVICE PRISONS HEADQUARTERS P. O. Box 7182, KAMPALA, UGANDA.
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AREPLY TO THIS LETTER SHOULD BE ADDRESSED TO
THE COMMISSIONER GENERAL OF PRISONS AND THE FOLLOWING

REFERENCE NO. QUOTED: PHQ:

4th March, 2025

.....
.....
.....

RE: UGANDA PRISONS SERVICE PUBLIC PERCEPTION SURVEY 2024


This is to introduce to you the ongoing Uganda prisons service perception survey. This survey is being conducted across all the regions of Uganda in selected districts. Your district is one of the selected districts to represent other districts within the region in this survey.

Uganda Prisons Service is charged with the role of providing safe, secure and humane custody of prisoners and rehabilitation of offenders into law-abiding and productive citizens; and envisages itself as a centre of excellence in providing human rights-based correctional services in Africa.

This survey aims at:

- Assessing the public's knowledge of the UPS vision, mission, mandate and services Delivered;
- Assessing the public's access to information about Uganda Prisons Services,
- Assessing the public perceptions regarding UPS's execution of its mandate;
- Assessing the public Level of satisfaction with the services provided by UPS; i.e. the satisfactory services and those that are not with reasons why?
- Providing recommendations on what should be done to ensure effective service delivery;
- Assessing the performance of UPS Versus the other JLOS organs;

This letter therefore introduces the team in your district and requests you to accord it all the necessary support it may require to carry out the survey.

Yours faithfully:


Frank Baine

For Commissioner General- Uganda Prisons Service

Appendix II: Uganda Prisons Service Research Assistant Introductory Letter

WEBSITE : www.prisons.go.ug
TELEPHONE : +256-414-256751
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EMAIL : compris@utlonline.co.ug
: info@prisons.go.ug



**UGANDA PRISONS SERVICE
PRISONS HEADQUARTERS**
P. O. Box 7182,
KAMPALA, UGANDA.

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

REFERENCE NO. QUOTED: PHQ:

4th March, 2025

TO WHOM IT MAY CONCERN

This is to introduce to you the bearer of this letter _____ who is part of the data collection team of the Uganda Prisons Service Public Perception Survey 2024.

This survey is going on throughout all regions of Uganda and is aiming at assessing the public perception towards the services rendered by UPS. Any support rendered to the team members is highly appreciated.

Yours faithfully:

Frank Baine

For Commissioner General- Uganda Prisons Service

Appendix III: Questionnaire

Questionnaire



UGANDA PRISONS SERVICE- THE PUBLIC RELATIONS OFFICE PUBLIC PERCEPTION SURVEY

1	RESPONDENT IDENTIFICATION NUMBER _____	
2	REGION IDENTIFICATION NUMBER _____	
3	DISTRICT _____	
4	SUBCOUNTY / TOWN _____	
5	PARISH/ LC2 ,NAME: _____	
6	VILLAGE / LC1 NAME: _____	

7	INTERVIEW DATE	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">2</div> <div style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">0</div> <div style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">2</div> <div style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">4</div> </div>
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8	LANGUAGE USED DURING THE INTERVIEW										
9	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 45%;">ENGLISH</td> <td style="width: 5%; text-align: center;">1</td> <td style="width: 50%;"></td> </tr> <tr> <td>LOCAL _____</td> <td style="text-align: center;">2</td> <td></td> </tr> <tr> <td>OTHER _____</td> <td style="text-align: center;">3</td> <td></td> </tr> </table>	ENGLISH	1		LOCAL _____	2		OTHER _____	3		
ENGLISH	1										
LOCAL _____	2										
OTHER _____	3										

INTERVIEW RESULT:

COMPLETED	1	PARTIALLY COMPLETE	2
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TIME INTERVIEW STARTED:

SUPERVISOR'S SIGNATURE...../Date.....

CONSENT FORM

Hello. My name is _____. I am working on behalf of Uganda Prisons Service- public Relations Office to gather views on Public Perception on the Prisons Services. You are requested to take part in an interview for this study. If you agree to take part, the information we collect from you will be used to help develop better programs in the entire Prisons Services in relation to the public perception. You have been selected to take part in this study by chance, much like picking a number for lotto or picking an orange out of a basket without looking.

Participation in the study is voluntary. You are free to join this study or opt out at any time. If you would like to participate in this study, I request that I have a short one-to-one conversation to share information about yourself and your opinions. These conversations will take about 20 minutes. Your responses will be completely confidential and will not be used anywhere against you, so please feel free to express your true opinions based on what you think as an individual. Your name will not be recorded and no information that could allow for your identification will be presented with your responses at any time. Complete honesty in your responses will help us better understand what people like you think about the Uganda Prisons Services.

NO incentives and/or remuneration will be offered for participating in this study.


If at any time you have questions about the study, you may contact the following persons at Uganda Prisons Service/PR Office- UGPS: Mr. Frank Baine on 0772-435170

Are you willing to participate in this study? Yes / No


Print name of Person Obtaining

Signature of Person Consenting

100: Respondent's Background Characteristics

No.	QUESTIONS AND FILTERS	CODING CATEGORIES	SKIP TO
101	Sex	Male.....1 Female.....2	
102	How old are you?	18-24..... 1 25-34 2 35-44 3 45-54 4 55+ 5	
103	Highest academic level attained	No formal education1 Primary 2 Secondary 3 Tertiary4 University5	
104	Proximity of the respondent to the nearest prison facility	Less than 1 KM 1 1-9 KMs 2 10-19 KMs 3 20- 29 KMs 4 30 + KMs 5	
105	Have you, or your close relative/friend ever been imprisoned?	Yes.....1  No2	201
106	If no, have you ever visited any Uganda Prisons facility?	Yes.....1 No2	

200: Public's Knowledge of the UPS Mandate and Services Delivered

No.	QUESTIONS AND FILTERS	CODING CATEGORIES	SKIP TO
201	Have you ever heard about the Services offered by Uganda Prisons Service?	Yes.....1 No2 	207
202	Where did you hear about it from?	Friend(s).....1 Media Channel2 Social Gathering3 Other (Specify)..... 4	
203	What do you think is the Main function of UPS? (Tick one that is first mentioned)	Protection of all members of society1 Providing reasonable, safe, secure and humane custody.....2 I am not sure3 rehabilitation of offenders.....4 Other (specify)..... 5	
204	What are other components of the function of UPS do you know? (Don't Read for them. Circle all that are mentioned)	Protection of all members of society1 Providing reasonable, safe, secure and humane custody.....2 I am not sure3 rehabilitation of offenders.....4 Other (specify)..... 5	
205	To what extent do you think UPS executes its function mentioned in (203) above?	Very Low.....1 Low.....2 Medium3 High4 Very High5	

No.	QUESTIONS AND FILTERS	CODING CATEGORIES	SKIP TO
206	At what level of understanding of the function of UPS you can put yourself on?	Very Low.....1 Low.....2 Medium3 High4 Very High5	
207	Would you wish to know about/know more about the function of UPS	Yes.....1 No2	
300: Public's Access to Information about Uganda Prisons Services			
No.	QUESTIONS AND FILTERS	CODING CATEGORIES	SKIP TO
301	Do you get information about Uganda Prisons	Yes.....1 No2	401
302	How often do you get information about UPS?	Rarely1 Sometimes.....2 Medium3 Frequently.....4 Anytime I want.....5	
303	Where do you normally access information about UPS from?	Friend(s).....1 Media Channel2 Social Gathering3 Internet.....4 Other (Specify)5	
304	Of the available channels, where do you think would be the most appropriate source of information about UPS?	Friend(s).....1 Media Channel2 Social Gathering3 Internet.....4 Other (Specify)5	
305	What kind of information do you usually get about UPS? (Don't read, Multiple Responses)	Custodial services1 Correctional programs.....2 Rehabilitation programs3 Staff welfare.....4 Farming programs.....5 Prisons statistics6 Industrial Services7 Other(Specify)8 Not sure.....9	307
306	Of all the mentioned information, which one do you normally get most from the media that gives you information	Custodial services1 Correctional programs.....2 Rehabilitation programs3 Staff welfare.....4 Farming programs.....5 Prisons statistics6 Industrial Services7 Other (Specify)8	
307	About the information that you have been accessing about UPS, how adequate is it?	Very Inadequate1 Inadequate2 Fair3 Adequate4 Very Adequate5	

No.	QUESTIONS AND FILTERS	CODING CATEGORIES	SKIP TO
308	Do you think the information that you get about UPS reflects the true picture of UPS?	Not at all 1 Somehow 2 Not sure 3 To a greater extent..... 4 Very much reflecting..... 5	

400: Public Perceptions Regarding UPS Execution of Its Mandate

No.	QUESTIONS AND FILTERS	CODING CATEGORIES	SKIP TO
401	How would you rate UPS' providing safe, secure and humane custody of prisoners?	Very Low 1 Low 2 Medium 3 High 4 Very High 5	
402	What level of UPS in facilitating the rehabilitation and reformation of prisoners through training activities and educational programmes into law abiding and productive citizens	Very Low 1 Low 2 Medium 3 High 4 Very High 5	
403	To what extent is UPS facilitating re-integration of prisoners into their communities so as to successfully continue lives as normal and better people after incarceration?	Very Low 1 Low 2 Medium 3 High 4 Very High 5	
404	At what level do you think UPS is ensuring that the performance and conduct of prisoners is reasonable and acceptable for the effective management of prisons?	Very Low 1 Low 2 Medium 3 High 4 Very High 5	
405	To what extent are the prisoners' human rights upheld in prison?	Very Low 1 Low 2 Medium 3 High 4 Very High 5	

500: Satisfaction with the Services Provided by UPS

No.	QUESTIONS AND FILTERS	CODING CATEGORIES	SKIP TO
501	Have you ever interacted with the Uganda prisons service system? <i>(Probe for visiting a prisoner, seeking for any information from UPS offices or personnel, etc.)</i>	Yes 1 No 2	504
502	What were/was the reason(s) for your interacting with the prison systems? Multiple responses	Was imprisoned 1 To visit inmate(s)..... 2 To visit a prisons staff..... 3 Closer to prisons facilities..... 4 Other (specify) 5	
503	How often have you interacted with the UPS system?	Don't remember 1 To a less extent 2 Once in a while 3 Sometimes 4 Always 5	

No.		QUESTIONS AND FILTERS	CODING CATEGORIES					SKIP TO
504	Comparing the present and the past 5 years, how are you seeing the UPS services		Can't tell1	Deteriorating.....2	Stagnating3	Somehow improving4	Greatly improving5	
505	Importance of the Uganda Prisons Service services to the society <i>In this sub-section, rate the score of each service and read aloud</i>							
			1- Not at all	2- Fair	3- Undecided	4- Satisfied	5- Excellent	
	a	Safe custody of inmates	1	2	3	4	5	
	b	Health of inmates	1	2	3	4	5	
	c	Observation of prisoners' rights	1	2	3	4	5	
	d	Rehabilitation services	1	2	3	4	5	
	e	Reintegration of inmates back in societies	1	2	3	4	5	
	f	Farming programs	1	2	3	4	5	
	g	Educational programs	1	2	3	4	5	
	h	Industrial programs	1	2	3	4	5	
	i	Safety of prisons staff	1	2	3	4	5	
	j	Safety of the public	1	2	3	4	5	
506	How beneficial are UPS' farming programs to the inmates?		No importance 1	Provide food 2	Not sure3	Enhance their productivity4	Contribute to rehabilitation5	Other (specify) 6
507	How beneficial are UPS' farming programs to the government?		No importance1	Reduce costs of feeding inmates2	Not sure3	Farming skills for all4	Part of rehabilitation of inmates5	Improve on country's productivity.....6
			Other (specify) 7					
508	How beneficial are UPS' farming programs to the surrounding communities?		No importance 1	Provide food 2	Not sure3	Access of farm inputs4	Farming skills5	Reintegration of inmates in society..5
			Other (specify) 6					
509	How beneficial are UPS' industrial services to the inmates?		No importance..... 1	Skills enhancement 2	Source of income 3	Don't know 4	Rehabilitation of inmates 5	Other (specify) 6

No.		QUESTIONS AND FILTERS	CODING CATEGORIES					SKIP TO
510	How beneficial are UPS' industrial services to the government?		No importance..... 1 Skills development..... 2 Source of income 3 Don't know 4 Rehabilitation of inmates 5 Cost reduction on purchases.....6 Other (specify) 7					
511	How beneficial are UPS' industrial services to the surrounding communities?		No importance..... 1 Skills development..... 2 Source of quality products3 Don't know 4 Rehabilitation of inmates 5 Cost reduction on maintenance.....6 Other (specify) 7					
512	Client care and Prisons' branding <i>In this sub-section, rate the score of each concept regarding the public's interaction with UPS</i>							
			1- Lacking	2- Fair	3- Undecided	4- Satisfied	5- Excellent	
	a	Treatment of visitors	1	2	3	4	5	
	b	Response to inquiries	1	2	3	4	5	
	c	Time taken to handle a client	1	2	3	4	5	
	d	Payment of goods and services rendered to UPS	1	2	3	4	5	
	e	Access to information	1	2	3	4	5	
	f	Discipline of UPS staff	1	2	3	4	5	
	g	Design of UPS staff uniform	1	2	3	4	5	
	h	Colour of UPS staff uniform	1	2	3	4	5	
	i	UPS Parade	1	2	3	4	5	
	j	UPS band	1	2	3	4	5	
	k	Sports	1	2	3	4	5	
505	In general, how did the ex-inmates benefit from UPS services? Please take note of the responses		_____ _____ _____ _____ _____					

600: The Performance of UPS Versus the other JLOS Organs

No.	QUESTIONS AND FILTERS	CODING CATEGORIES	SKIP TO
601	Are you aware of other JLOS organs that work hand-in-hand with UPS?	Yes.....1 No2	
602	If yes (in 601 above) which ones are they? Tick all mentioned	Uganda Police1 Judiciary2 Ministry of Justice and Constitutional Affairs3 Ministry of Internal Affairs4 Directorate of Public Prosecutions5 Uganda Human Rights Commission6 Uganda Registration Services Bureau7 Ministry of Gender, Labour and Social Development8 Ministry of Local Government9	
603	Of one of the mentioned JLOS organs in 602 above, how different is its mandate from UPS' mandate?		
604	How well do the other JLOS organs work with UPS to execute its mandate?	Not sure1 Very Low2 Well3 Very Well4 Excellent5	
605	To what extent do you think a challenge in one of the JLOS organs might affect the operation of UPS?	Not at all1 Very Low2 Low3 High4 Very high5	
606	How would you rate UPS' performance in comparison to other JLOS organs?	No idea1 No connection at all2 Others perform better than UPS3 UPS performs better than other4 UPS can be affected by others.....5	

Thank you so much for your participation

Appendix III: Interview Guide

1. What is the vision, mission, mandate and services delivered by the Uganda Prisons Service? (if they are not aware of the mission and vision, probe for the mandate of UPS)

.....
.....

2. Do you think many Ugandans know the mandate of UPS? What can be done to improve awareness of the public's knowledge of the UPS vision, mission, mandate and services delivered?

.....
.....

3. How does the public get information about Uganda Prisons Services? (probe if different channels like magazines, leaflets, internet, etc)

.....
.....

4. Are these sources of information wide spread such that information can be easily acquired even by those in rural areas? How often do people access this information?

.....
.....

5. To what extent does UPS ensure the following?

Safety of the inmates

.....

Humane custody of the inmates

.....

Facilitating the rehabilitation and reformation of prisoners through training activities and educational programmes into law abiding and productive citizens

.....

Re-integration of prisoners into their communities

.....

6. How easy is it for the citizens to interact with the UPS systems (Probe for satisfactory with the UPS services, client care, areas of improvement)

.....

7. What recommendations on what should be done to ensure effective service delivery? Focus on:

Improve the performance of UPS, relationships with other JLOS organs

.....

Other areas within UPS that need to be improved

.....

8. In comparison with other JLOS organs, what is the performance of UPS in delivering its mandate and accountability to the citizens?

.....

Appendix IV: Areas Visited Per District

District	Village Visited
Kampala	<ol style="list-style-type: none">1. Kasenke Cell – Naguru 2 Ward2. Kasenke IV Cell – Naguru 2 Ward3. Zone 4 Cell – Mutungo Ward, Nakawa Div4. Kitintale Cell – Mutungo Parish5. Zone 1 C - Mutungo Parish6. Zone 4 - Mutungo Parish7. Kitintale C – Mutungo Parish8. Bina Cell – Mutungo Parish9. Zone 1 A – Mutungo Parish10. Zone 1 B Mutungo Parish11. Zone 1 C – Mutungo Parish12. Amka Cell – Mutungo Parish13. Mambo Bado Cell – Luzira Ward14. Mawejje Cell – Luzira Ward15. Central Zone – Luzira Ward16. Agate Cell - Luzira Ward
Mukono	<ol style="list-style-type: none">1. Maternity/Mulago Cell- Kauga Ward2. Upper Kauga Cell - Kauga Ward3. Lower Kauga Cell - Kauga Ward4. Kasenge A Cell – Mbalala Ward5. Kasenge B Cell Mbalala Ward6. Gwafu Central- Seeta Ward
Mubende	<ol style="list-style-type: none">1. Kilawela Cell Madudu Parish2. Madudu Cell – Madudu Parish3. Kijunga Cell Naluwondwa Parish

Jinja

1. Maternity Cell - Walukuba East Ward
2. Old Boma Cell - Walukuba East Ward
3. Lubasi Rd Cell – Jinja East Ward
4. Kirinya Rd – East Ward
5. Iganga Rd – Jinja East Ward
6. Market Zone A – Mpumudde Ward
7. West C Cell – Mpumudde Ward

Mbale

1. Bungokho – Mooni Ward
2. Elgon – Mooni Ward
3. Isebele – Mooni Ward
4. Fair Way – Mooni Ward
5. Kale – South- Central Ward, Industrial
6. Park – South Central Ward, Industrial
7. Police- South Central Ward, Industrial
8. Bishop Wasikye South Central, Industrial

Soroti

1. Majengo A Cell – Madera Ward
2. Majengo B Cell – Madera Ward
3. Amen A Cell – Amen Ward

Moroto

1. Police Cell – Northern Division
2. Senior Quarters Cell - Northern Division
3. Nakapelimen Cell – Campswahili Ward
4. Labour Line Cell - Campswahili Ward
5. Campswahili Chini Cell - Campswahili Ward
6. Kakoliye Cell – South Division
7. Kambizi Cell – South Division
8. RTC Cell – North Division
9. Barza Cell – North Division

	10. Junior Quarters Cell – North Division
	11. Hospital cell - North Division
Gulu	<ol style="list-style-type: none"> 1. Lukung Cell- Pece Ward 2. Library Cell – Library Ward- Layibi 3. Kanyogoga A Cell- Kanyogoga Ward 4. Alokolum Cell – Kirombe Ward- Layibi 5. Pece School Rd Cell - Te-Gwana Ward 6. Forest Cell – Pece Ward 7. Lacor Cell – Patunda Ward
Lira	<ol style="list-style-type: none"> 1. Kakoge B Cell – Kakoge Parish 2. Kakoge A Cell –Kakoge Parish
Arua	<ol style="list-style-type: none"> 1. Prison Cell – Kenya Ward 2. Adiko Cell- Kenya Ward
Masindi	<ol style="list-style-type: none"> 1. Kijura North Cell – Western Ward 2. Kijura South – Western Ward 3. Kijura Central – Western Ward 4. Kayanja Cell – Nyamigisa Ward 5. Junior Quarters Cell – Civic Ward 6. Kabarwana Cell – Southern Division 7. African Quarters Cell – Civic Ward 8. Katama Cell – Civic Ward 9. Kisengya Cell – Nyangahya Division 10. Kamurasi Cell - Nyangahya Division 11. Kijungu Cell – Civic Ward 12. Bulyasojo Cell – Central Ward 13. Kihanda Cell – Nyamigisa Ward

Kabarole/Fort Portal

1. Bukwali Cell – Bukwali Ward
2. Binanata A Cell – Kitumba Ward
3. Nyakagongo Cell – Nyakagongo Ward
4. Binanata B Cell – Kitumba Ward
5. Kyepatiko Cell – Kitumba Ward
6. Rwengoma Cell – Kinyamahamba Ward
7. Butebe Cell – Kinyamahamba Ward
8. Kabaleebi A Cell – Kabonero Ward
9. Kahinju Cell – Bazaar Ward
10. Kyabwiso Cell – Kiboota Ward
11. Futi Cell – Butebe Ward
12. Rwengoma Cell – Rwengoma Ward
13. Butebe TC Cell – Butebe Ward

Masaka

1. Kyabakuza A – Kyabakuza Ward
2. Kyabakuza B – Kyabakuza Ward
3. Kijjabwemi – Kyabakuza Ward
4. Nyendo A –Nyendo Parish
5. Market Cell – Nyendo Parish
6. Bujjanjeru – Ntendo parish

Mbarara

1. Ruharo
2. Kyamugorani
3. Kiyanja
4. Boma
5. Kitebero Cell – Katete Ward
6. Kiswahili Cell- Kiswahili Ward
7. Katete Central- Katete Ward
8. Karugangama Cell- Katete Ward
9. Lugazi A- Kakoba Ward

10. Nsikye Cell- Ruti Ward
11. Rucece Cell – Rwakishakiizi Ward
12. Karama 1 Cell - Rwakishakiizi Ward
13. Nshungyezi Cell- Rwakishakiizi Ward
14. Kibingo Cell- Rwakishakiizi Ward
15. Bwenkoma Cell – Rukindo Ward

Kabale

1. Omukirwa Cell – Karubanda Ward
2. Kabahangara Cell – Mwanjari Ward
3. Kikungiri Cell - Mwanjari Ward
4. Nyangande Cell - Mwanjari Ward
5. Kigongi A – Kigongi Ward
6. Kigongi B Cell - Kigongi Ward
7. Mumihanga Cell
8. Kakabano Cell – Northern Division
9. Butobere Cell – Butobere Ward
10. Kahama Cell – Karubanda Ward
11. Nyamabare Cell – Rushaki Ward
12. Rushambya Cell - Kirigime Ward
13. Bugongi Lower Cell
14. Kijuguta cell
15. Kinyungusi Lower

Appendix V: Survey Work Plan

ID	Task Name	Duration (in Days)
1	UGANDA PRISONS PUBLIC PERCEPTION SURVEY	90
2	Phase 1: Inception phase	5
3	Kickoff meetings	2
4	Compilation and preliminary review of documents	5
5	Designing and agreeing on study tools	5
6	Determining and agreeing on sample size	2
7	Identifying key stakeholders to be consulted	2
8	Recruitment and training of the research assistants and supervisors	3
9	Pre-test of tools and making suggestions on their revision	2
10	Agreeing on the meetings/visits with the stakeholders	1
11	Make adjustments and final tools	1
12	Preparation and submission of the final inception report	2
13	Phase 2: Data collection/field visits	30
14	In-depth review of literature	10
15	Key informant interviews	16
16	Administer individual questionnaires	30
17	Conduct Focus Group Discussions	30
18	Phase 3: Data cleaning, analysis and synthesis	30
19	Prepare and submit Draft report to UPS Public Relations Office	15
20	Present the Report to UPS	5
21	Incorporate comments from UPS and stakeholders from the presentation	5
22	Prepare and submit final report to UPS	5



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