

BUILDING TOMORROW'S LEADERS: THE PRISONS INTERMEDIATE COMMAND AND STAFF COURSE EQUIPING SENIOR OFFICERS WITH MODERN CORRECTIONAL SKILLS.



The **4th Prisons Intermediate Command and Staff Course (ICSC)** is currently underway at the **Uganda Prisons Academy and Training School (PATS), Luzira**, bringing together **58 carefully selected prison officers** from across the country. The course is a key component of the **Uganda Prisons Service (UPS) Human Resource Development Strategy**, designed to strengthen the professional, managerial, and leadership capacities of mid-level officers.

The program focuses on **enhancing analytical thinking, improving command capabilities, and sharpening supervisory skills** to prepare participants for higher responsibilities in prison management. It also emphasizes **modern correctional practices**, professionalism, and inter-agency collaboration within the **Justice, Law, and Order Sector (JLOS)**.

Beyond classroom instruction, the ICSC integrates **practical field visits, benchmarking exercises, and expert-led sessions** that expose participants to innovative approaches in correctional administration. These activities ensure that officers graduate as **well-rounded leaders**, capable of driving Uganda Prisons' vision of becoming a **center of excellence in providing human rights-based correctional services in Africa**.

With this strong foundation, the **course** continues to serve as a **beehive of activities**.

A. SENIOR PRISONS OFFICERS URGED TO UPHOLD INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY



The **Deputy Inspector General of Government (IGG), Dr. Patricia Achan Okiria**, has urged senior prison officers undergoing the **Intermediate Command and Staff Course (ICSC)** at the Prisons Training School, Luzira, to embrace **integrity, transparency, and patriotism** as the foundation of their future leadership in Uganda's public service.

Delivering a lecture titled "*Public Financing, Accountability, and the Role of the IGG*," Dr. Okiria emphasized that accountability is central to promoting the **efficient and effective use of public resources**.

"As future leaders, you must understand that integrity is non-negotiable. Transparency builds public trust, and without it, governance systems collapse," she told the officers.

She outlined the **mandate of the Inspectorate of Government**, which includes enforcement of the Leadership Code, supervision of asset declarations, and investigations into misconduct within public institutions. Dr. Okiria stressed that accountability remains a **critical pillar in combating corruption and strengthening good governance**.

A seasoned lawyer with expertise in **Human Rights Law and Regulatory Compliance**, Dr. Okiria called on participants to **lead by example**, saying

this is the surest way to inspire public confidence and contribute to national development.

The lecture was well received by the participants. **Superintendent of Prisons May Kobusinge** described the session as "timely," noting:

"Dr. Okiria's advice on leading with integrity truly resonated with us. We have learned valuable principles that we shall carry forward in our duties with patriotism."

Dr. Okiria commended the officers for their attentiveness, describing the engagement as "great" and a demonstration of their **commitment to ethical leadership**.

The session formed part of broader efforts by the **Inspectorate of Government** to instill a **culture of integrity and accountability** within public institutions, preparing future leaders of the **Uganda Prisons Service** to become champions of transparency, professionalism, and national service.





B. FROM IMAGE CRISIS TO INSTITUTIONAL PRIDE: SCP FRANK BAINES URGES OFFICERS TO GUARD THE UGANDA PRISONS BRAND



Over three decades ago, the **Uganda Prisons Service (UPS)** faced deep-seated challenges that tarnished its image. Limited professionalism, lack of integrity and poor public perception painted a picture of an institution struggling to meet both national and international correctional standards. In those years, the prisons were often associated with human rights violations,

dilapidated structures, and a lack of clear identity within the broader Justice, Law, and Order Sector.

Today, however, UPS stands as a **transformative and professional correctional service**—a journey that has been achieved through deliberate reforms, modernization, and consistent brand building. This was the central message delivered by **Senior Commissioner of Prisons (SCP) Frank Baine, Head of Corporate Affairs and Service Spokesperson**, as he addressed participants of the ongoing **Prisons Intermediate Command and Staff Course (ICSC)** at the Prisons Academy and Training School, Luzira.

SCP Baine, who has served as the government's longest-standing communicator since 2008, reminded the officers that **maintaining the UPS brand is not an abstract concept but a daily responsibility**. He urged senior prison officers to embrace professionalism, discipline, accountability, transparency, effective communication, and staff welfare management as pillars of institutional reputation.

"Smartness and general turnout of staff and inmates is key. Every staff member is entitled to a transfer after working for three years in a single station. Don't deny them this right; always forward their requests to the responsible authorities," he stressed.

He also underscored the importance of **servant leadership**, cautioning officers against detachment from their subordinates and inmates. "*As Officers in Charge, you must take an interest in your staff and inmates. Some of you are too busy to listen to them, but you must be cautious and embrace servant leadership,*" he said.

Drawing from his own career, Baine recounted his experience as **Officer in Charge at Kotido Prison during insecurity in Karamoja**, where resilience and commitment were essential for survival and leadership. Later, at Bufulubi Prison, he spearheaded **maize production initiatives**, illustrating how innovation and adaptability can change the face of service delivery.



Anchoring his lecture on the **duties of a citizen as outlined in the 1995 Constitution of the Republic of Uganda**, SCP Baine emphasized that these principles, when internalized by officers, could shape them into not only better leaders but also custodians of the UPS brand. Among the duties he highlighted were: respect for national symbols, gainful work, protection of public property, combating corruption, fostering unity, responsible parenthood, environmental conservation, upholding the law, and defending Uganda.

"Leadership is about living the Constitution—transforming challenges into opportunities, protecting public trust, and serving with integrity. When we practice these duties, we not only become better officers but also strengthen the image of the Service," he said.

Participants of the ICSC extended a **vote of thanks to SCP Baine**, acknowledging his wealth of experience and practical guidance on leadership, branding, and institutional reputation. They praised his insights as **vital tools for shaping them into transformative leaders** capable of safeguarding the Uganda Prisons identity in the years ahead.

C. A BENCHMARK VISIT TO THE KITALYA MINI-MAX PRISON FACILITY



Participants of the ongoing **4th Prisons Intermediate Command and Staff Course (ICSC)** conducted a benchmarking tour of **Kitalya Mini-Max Prison** in Wakiso District, a facility widely recognized as one of the best-managed prisons in East and Central Africa.

The delegation of **58 carefully selected officers** drawn from various units across the Uganda Prisons Service (UPS) was welcomed and guided by the **Officer-in-Charge, Mr. Hassan Walangira, Superintendent of Prisons**, together with other senior officers.

The officers explored several key installations at the modern facility, including the **garment factory** that produces uniforms for staff and inmates, **advanced healthcare systems**, **modern accommodation wards**, and **state-of-the-art security and surveillance systems** comprising more than 70 CCTV cameras. They also examined **inmate welfare programs**, robust **rehabilitation and recreational initiatives**, and the **fully equipped educational facilities**, which include a school, computer laboratory, and a well-stocked library.

Commissioned in 2019 with a capacity of **2,000 inmates**, Kitalya Mini-Max was established to ease congestion at Luzira Upper Prison. Its **30 cells**, **medical wing**, and emphasis on rehabilitation through skills development—particularly garment and leather production—have become a model of **“smart prisons”** in the region.

Course organizers emphasized that such benchmarking visits are integral to the ICSC curriculum, which is designed to **enhance analytical thinking, command capabilities, and supervisory skills**. By studying Kitalya's best

practices, participants are expected to strengthen their professional competencies and foster strategic collaboration within the **Justice, Law, and Order Sector (JLOS)**.

The benchmarking tour not only offered participants insights into world-class correctional management but also reinforced UPS's commitment to modernizing prisons and contributing to **socio-economic transformation** in Uganda.





D. FROM DETECTION TO DETERRENCE: HOW DOGS SAFEGUARD CORRECTIONAL FACILITIES



As part of the **4th Prisons Intermediate Command and Staff Course (ICSC)**, participants attended a specialized lecture on the **role of canines in enhancing prison security**, delivered by **Dr. Generous Betunga Behabura, Superintendent of Prisons (Veterinary Surgeon)**.

Dr. Behabura underscored the **indispensable role of dogs** in correctional services, noting their exceptional qualities—**keen sense of smell, loyalty, agility, and intelligence**—which make them vital partners in prison management.

She outlined the multiple functions of canine units in Uganda Prisons, including **strengthening perimeter security, deterring escapes, detecting narcotics, weapons, and contraband**, and assisting in **riot control and emergency responses**. Specialized breeds such as **German Shepherds, Belgian Malinois, Rottweilers, and Beagles** are trained for tasks like **search operations, tracking escapees, and supporting handler safety**.

In addition to their operational value, Dr. Behabura stressed the importance of **animal welfare**, anchored on the **five pillars of care**—freedom from hunger, discomfort, pain, and fear, alongside the ability to express natural behavior. She emphasized that ensuring the health and well-being of both dogs and their handlers is central to the effectiveness of canine units.

"These four-legged officers are more than just animals; they are frontline partners who close critical security gaps and promote safer correctional facilities across Uganda," she remarked.

The session provided ICSC participants with fresh insights into **specialized security support systems** and reinforced the course's overall goal of building **versatile leaders and managers** capable of addressing complex challenges in the Uganda Prisons Service.



