UGANDA PRISONS SERVICE

6TH STRATEGIC DEVELOPMENT PLAN

(2025/26 – 2029/30)

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

H.E. GEN. YOWERI KAGUTA MUSEVENI

PRESIDENT OF THE REPUBLIC OF UGANDA

UPDS

TRANSFORMATION OF EVERY PRISONER INTO A RESPONSIBLE, PRODUCTIVE AND LAW-ABIDING CITIZEN

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TABLE OF CONTENT

FOREWORD BY THE MINISTER OF INTERNAL AFFAIRS 12
OVERVIEW BY THE COMMISSIONER GENERAL OF PRISONS 13
QUICK facts 15
Introduction 16
Background 16
A: The Situation 16

EXECUTIVE SUMMARY 16

BACKGROUND 26
1.1 Overview 26
1.2 Purpose of Strategic Development VI 26

CHAPTER ONE. 26
1.3 Governance and Organizational Structure 27
1.4 Legal, Policy and Operational Framework 28
1.5 Policy and Planning Framework 30
1.5.1 Vision 2040 30
1.5.2 EAC Vision,2050 30
1.5.4 Linkage with NDP IV Priority Program Implementation Action Plans: 32
1.5.5 Linkage with the 23 Presidential Guidelines and Directives 33
1.6 Management and Administrative Shifts and Reforms 34
1.7 SDP Development process 35
1.8 Structure of the SDP VI 35

CHAPTER TWO. 36
SITUATION ANALYSIS 36
2.1 Statistical Presentation 36
2.1.1 Country's Population Trend and Projection 36
2.1.2 Prisoners' Population by June 2024 36
2.2 Performance Highlights during SIP V Implementation 38
2.2.1 Safety and Security of Prisoners Staff and the Public 38
2.2.2 Objective 2: Rehabilitation and Reintegration of prisoners 43
2.2.3 Objective 3: Contribute to Access to Justice 46

2.2.5 Objective 5: Policy and legal framework, professionalism and management accountability 52
2.3 State of Cross Cutting Issues 56
2.3.1 Gender and Equity:..... 56
2.3.2 HIV & AIDS Management 58
2.3.3 Environmental protection/ climate change:..... 58
2.4 Certificate of Compliance 59
2.5 Financial performance 59
2.6 SWOT Analysis..... 61
2.8 Stakeholder Analysis 63
2.8 Summary of Key Achievements over SDP V period..... 66
2.9 Key Challenges and Most Binding Constraints..... 67

CHAPTER THREE..... 71
STRATEGIC DIRECTION 71
3.1 Development Goal, Vision, Mission and Values..... 71
3.2 Development Objectives..... 72
3.3Outcome Results and Targets..... 72
3.4 Strategic Objectives, Interventions and Actions 73
3.4.1 Objective 1: Provide safe, secure and humane custodial services for transformation of prisoners 73
3.4.2 Strategic Objective 2: To provide rehabilitation and reintegration services 80
3.4.3 Strategic Objective 3: Promote access to Justice..... 83
3.4.4 Strategic Objective 4: Enhance prisons production and productivity..... 84
3.4.5 Objective 5: Strengthen governance, institutional capacity and accountability 88
3.8 Service and Service Delivery Standards. 93

CHAPTER FOUR..... 97
FINANCING FRAMEWORK AND STRATEGY..... 97
4.1 Cost Drivers in UPS..... 97
4.2 Budget 97
4.5 Funds mobilization strategy..... 98

CHAPTER FIVE. 100
INSTITUTIONAL ARRANGEMENTS FOR PLAN IMPLEMENTATION 100
5.1 Introduction..... 100
5.2Pre-requisites for effective implementation of DP V..... 101
5.3Implementation Frameworks and Support Reforms..... 101
5.4Institutional and Financing Sustainability Arrangements 103
5.5 Capacity Building 103

CHAPTER 6. 104
COMMUNICATION STRATEGY AND FEEDBACK 104
6.1Information Dissemination and Awareness Creation 104
6.2Communication and Feedback Mechanisms 104

CHAPTER 7. 105
RISK MANAGEMENT 105
7.0 Introduction 105
7.1External Risks: 105
7.2 Strategic Risks: 105
7.3 Operational/Preventive Risks: 105
7.4 External/Operational 105

CHAPTER EIGHT. 108
HUMAN RESOURCE DEVELOPMENT FOR PLAN IMPLEMENTATION 108
8.1 Introduction 108
8.2 Demand-Side Analysis (Employment Assessment) 108
8.2.1 Required skill sets to implement UPS mandate 110
8.3 Human Resource Assessment (Supply-Side Analysis) 111
8.4 Interventions and Actions 113

CHAPTER NINE 115
MONITORING AND EVALUATION 115
9.1 Introduction 115
9.2 The Evaluation Framework 115
9.2.1 Progress Reporting 115
9.2.2 Mid-Term Evaluation 116
9.2.3 End of Term Evaluation 116
9.3 Arrangements for Results Monitoring 116
9.4 Alignment to the Program Implementation Action Plans 117
9.4 Alignment to the Program Implementation Action Plans 118
9.1.1Results Chain FY2020/21– 2024/25 122

ANNEXES 127

Tables

Table 1.1 Alignment to EAC Aspirations 30
Table 1.2 UPS linkage with NDP IV objectives 31
Table 2.1 Prisoners population by June 2024 36
Table 2.2 Prisoners' population Projection 37
Figure 2.1 Prisoners' Population pyramid 37
Figure 2.2 Crime rate Vs Incarceration rates 38
Table 2.3 Prisons without water closets 40
Table 2.4 Congestion and Holding Capacity 42
Table 2.5 Offenders imparted with Vocational skills in the last 5 years 44
Table 2.6 Inmates undergoing various forms of rehabilitation and treatment 45
Table 2.7: Status of the service fleet by type and age 46
Table 2.8: Length of stay on remand 47
Table 2.9: Misalignment of Prisons & Courts 47
Table 2.10: Maize Grain production over the period 48
Table 2.11: Maize Seed production over the period 48
Table 2.12: Cotton production over the 4 years 49
Table 2.14: Staff Strength 52
Table 2.15: Staff Attrition 52
Table 2.16: Staff recruitment and promotions 53
Table 2.17: Planned digitization interventions under SDP V 54
Table 2.18: Special interest groups of prisoners 56
Table 20-30: Nature of disability among prisoners 57
Table 2.19: Certificate of Compliance assessment results 59
Table 2.20: SDP Budget Vz. Budget Releases 60
Table 2-0-33: Budget Releases Vz. Budget Expenditure 60
Table 2.21: SWOT Analysis of UPS development journey 61
Table 2.22: Key Stakeholders/institution, their key roles/ responsibilities and the UPS Responsible Officers 63
Table 3.1: UPS Values 72
Table 3.2 Outcome Results and Targets FY2025/26 – FY2029/30 72
Table 3.3: Security Infrastructure 76
Table 3.4: Expected results and targets – Objective 1 77
Table 3.5: Expected Interventions and outputs – Outcome 1.1 78
Table 3.6: Expected Interventions and outputs – Outcome 1.2 79
Table 3.7: Expected Interventions and outputs – Outcome 1.3 80
Table 3.8: Offender Education infrastructure 81
Table 3.9: Expected results and targets – Objective 2 81
Table 3.10: Expected Interventions and outputs – Outcome 2.1 82

Table 3.11: Expected results and targets – Objective 3 83
Table 3.12: Expected Interventions and outputs – Outcome 3.1 84
Table 3.13: Expected results and targets – Objective 4 86
Table 3.14: Expected Interventions and outputs – Outcome 4.1 86
Table 3.15: Expected Interventions and outputs – Outcome 5.1 90
Table 3.16: Expected Interventions and outputs – Outcome 5.1 91
Table 3.17: Expected Interventions and outputs – Outcome 5.2 92
Table 3.18: Expected Interventions and outputs – Outcome 5.3 93
Table 3.19: UPS Development Projects 93
Table 3.20: Service standards 94
Table 3.21: Service Delivery Standards 95
Table 4.1: Required Budget for SDP V 97
Table 4.2: Medium Term Budget Projections 98
Table 4.3: Funding Gap over the medium term 98
Table 4.4: Required financing for core projects 98
Table 4.5: UPS SDP VI Financing Framework 99
Table 7.1: Risk Assessment and Categorization 106
Table 8.1: Approved structure Vz. Filled structure 109
Table 8.2: Interventions to implement the Human Resource Plan 113
Table 9.1: Illustration of UPS Interventions to the Program Implementation Action Plans 117
Table 9.1: Illustration of UPS Interventions to the Program Implementation Action Plans 118
Table 9.2: UPS Results Chain FY2025/26– 2029/30 122

Figures

Figure 2.1 Prisoners' Population pyramid 37
Figure 2.2 Crime rate Vs Incarceration rates 38
Figure 2.3 Prisoners' Population since FY2020/21 39

Annex

Annex 1: Cost Implementation Matrix 127
Annex 2: Construction of low-cost prisoners' wards (70 prisoners' capacity or 252 sq. meters each ward) ... 128
Annex 4: Construction to be handled by Prisons Headquarters - Estates and Engineering Department 130
Annex 5: Low-Cost Staff Housing (Two roomed) - To be spearheaded by RPCs 130
Annex 6: Health Services 132
Annex 7: CCTV Cameras 133
Annex 8: Digital Radio Communication Systems 133
Annex 9: Establishment of Regional Maintenance Workshops 133
Annex 10: Construction of Kitchens 133
Annex 11: Alternative Safe water sources in 64 selected prisons 133
Annex 12: Results Matrix 134

FOREWORD

BY THE MINISTER OF INTERNAL AFFAIRS

It's with great pleasure that I present to you the Uganda Prisons Service SDP VI that focuses on transforming every prisoner into a responsible, law abiding and productive citizen.
His Excellency, The President has on several occasions issued directives, assignments and guidance to UPS including;

1. Cotton production for promotion of textile industries – saving foreign exchange and job creation
2. Seed production and processing to eliminate adulterated seed on market and support Parish Development Model
3. Revitalization of Prisons Industries to produce furniture for all Ministries, Departments and Agencies (MDAs) and Local Governments (LGs).
4. Building internal capacity to undertake infrastructure development to solve the existing challenges of staff and prisoners' accommodation
5. Use of force multipliers through ICT and Electronic monitoring systems in fighting crime
6. Improvement of staff welfare (staff accommodation - at least, a two bed-room bungalow or flat per staff, education of staff children, staff spouses' empowerment, food security and house at home after retirement)

Hon. Maj.Gen. Kahinda Otafire (MP)
MINISTER OF INTERNAL AFFAIRS

In addition to the legislative mandate of custody and rehabilitation of offenders, these directives, guidance and assignments give UPS an assigned mandate of production that will help UPS to reduce tax payers' burden of maintaining offenders in custody.

This Strategic Development Plan takes cognizance of several legal, policy and frameworks including the 23 Presidential Strategic Guidelines and Directives

The UPS is part of the Ministry of Internal Affairs that is mandated to maintain law and order. UPS contributes to the protection and development of society by providing custody of prisoners and rehabilitation of offenders.

This strategic plan implements both the legislated and assigned Prisons mandate, and focuses on transforming prisons from penal to corrections. It places emphasis on offender rehabilitation and reintegration, prioritizes staff and prisoner welfare improvement, and observance of human rights and fundamental freedoms as enshrined in the Constitution of Republic of Uganda 1995 (as amended). It also emphasizes on infrastructure development, prisons production enhancement and access to justice for all.

The mandate of UPS further calls for building sustainable infrastructure commensurate with custody and rehabilitation needs. This is not an issue for the leadership of Uganda Prisons Service, but for the whole Governance and Security, as well as the Administration of Justice Programs; that I appeal to, to spare no effort in finding creative and innovative ways of dealing with the highly increasing rate of prisoners' population and prisons congestion challenge.

With the prevailing peace and political stability, which we should all guard jealously, I believe that UPS will highly contribute towards national development as we transform every prisoner into a responsible, law abiding and productive citizen.

Finally, I wish to express my sincere gratitude to the entire staff of UPS for their continued effort in ensuring safe custody of prisoners and rehabilitation of offenders amidst a number of challenges. I implore 'Cabinet and other agencies' support to make this Strategic Development Plan VI a success.

Hon. Maj.Gen. Kahinda Otafire (MP)
MINISTER OF INTERNAL AFFAIRS

OVERVIEW

BY THE COMMISSIONER GENERAL OF PRISONS

Can. Dr. J.O.R. Byabashaija,
COMMISSIONER GENERAL OF PRISONS

Uganda Prisons Service (UPS) has implemented five Strategic Development Plans (SDPs) since FY2001/2002 to FY2024/2025 aligned to the Government of Uganda Vision 2040 and the National Development Planning Framework. Since 2011 (Vision 2040 period), UPS has implemented three (3) Strategic Plans. Whereas, the goal of the last three (3) SDPs was building a framework for transformation of prisons from penal institution to a modern/productive Correctional Service, the fifth Strategic Development Plan (SDP V), aimed at actual transformation of every prisoner into a responsible, law abiding and economically productive citizen.

The sixth Prisons Strategic Development Plan (SDP VI) will build on the foundations and success of previous SDPs to strengthen the transformation of every prisoner into a responsible, law abiding and economically productive citizen but with a major focus on Prisons Infrastructure Development.

The strategies and actions of UPS are aligned to the program planning framework, whose objectives are anchored to the NDP IV through the Governance and Security, and Administration of Justice programs. The Governance and Security program aims at improving adherence to the rule of law and capacity to contain prevailing and emerging security threats while the Administration of Justice program aims at increasing access to justice for all.

The analysis of UPS has revealed the most binding constraints that have deterred full realization of UPS mandate also impact and slow down the development objective as;

1. **High prisoners' population growth rate of 8%** per annum compared to the national population growth rate of 2.9%. This directly (negatively) impacts feeding requirements, housing, sanitation, utilities (water), Medicare, uniforms (staff & prisoners), staff numbers & delivery of prisoners to courts.
2. **Lack of an enabling policy and legal framework** for transformation of the service from penal to productive corrections - absence of a rehabilitation model and the corrections policy
3. **Inadequate and inappropriate physical infrastructure,** to enhance safety and security of prisoners, staff and the public. The existing infrastructure doesn't match security requirements, changing profiles of prisoners including the changing sentencing regime, and new philosophy of corrections. The accommodation space is not only inadequate to promote offender classification and segregation which are prerequisites in the

provision of effective offender rehabilitation services, but also provides a fertile ground for gross human rights violations among prisoners, and outbreak of communicable diseases.

4. **Inadequate ICT security infrastructure** characterized by inadequate application of technology in the identification, management and control of prisoners in terms of CCTV cameras and bio metric technology, as well as gross absence of appropriate data management systems, appropriate software applications, and policy framework for technological development, hence compromising the safety and security of prisons.
5. **Production inefficiencies in prisons** enterprises characterized by inadequate and incomplete mechanization of production processes, absence of production and management plans across all prisons enterprises, absence of water for production to facilitate all year production, low-capacity utilization of factors of production on prisons farms and absence of clear product lines for prisons industries
6. **Delay in Administration of Justice characterized** by longer periods on remand for both capital and petty offenders due to misalignment of prisons from other criminal justice system (CJS) stakeholders. The rate of expansion of other criminal justice agencies is not matched with corresponding investment in prisons hence hindering UPS contribution to access to justice for all.
7. **Observance of human rights and fundamental freedoms** amidst a shrinking fiscal space. The human rights issues relate to provision of basic necessities of life including food for both prisoners and staff, beddings and clothing whose consumption cannot be postponed, as well as human rights awareness and incidences of human rights violations.
8. **Professionalization and management accountability challenges** - absence of corrections training academy in the region.

These constraints coupled with the limited resource envelop calls for prioritization and innovative cost saving measures so as to maximize efficiency.

During implementation of SDP V, UPS will efficiently deploy a business approach to management in order to achieve its strategic development goal through a two (2) pronged development strategy (Project Mode strategy and Operations Mode strategy), aimed at achieving maximum impact on service delivery.

Other development strategies contained in this plan include: Use of low-cost solutions and harnessing internal capacity and labour potential, Inter-sectoral linkages with other MDAs; Public Private Partnership (PPP); Alignment of prisons to other institution of CJS, reducing prisoners' population growth rate, Adoption of Human Rights Based Approach to development, adoption of a business approach in service delivery and Use of Force multipliers through Research and Development

This plan will entrench service delivery standards and service standards in all service areas and will prioritize investment in ten (10) key service delivery areas. These are:

1. **Prisons Farm production:** Cotton production, Seed production and processing, Maize, Livestock, Irrigation and production infrastructure
2. **Establishment of integrated prisons industries,** tannery, footwear, furniture, textile and garments production
3. **Welfare of staff and prisoners:** Staff accommodation, prison health care services, staff food security, staff logistical and dietary provisions, spouses' income generating activities and retirement housing scheme, staff children education and water and sanitation improvement
4. **Prisons infrastructure improvement:** Prisoners' accommodation and expansion of health infrastructure

5. **ICT and security infrastructure, policies and systems development**
6. **Development of Corrections policy and rehabilitation models.**
7. **Access to justice** – ICT system integration, Virtual courts, non-custodial sentencing mechanisms, fleet improvement for production of prisoners to courts and prisons alignment to other stakeholders in the Criminal Justice System
8. **Expansion/ renovation of prisons infrastructure** including security infrastructure enhancements, prisoners' accommodation, staff accommodation and health infrastructure
9. **Strengthening the Prisons Intelligence and Security Systems**
10. **Offender Rehabilitation and reintegration** (Offender education services, rehabilitation and administrative infrastructure and offender reintegration and community corrections)

The above investments are incorporated in five (5) strategic objectives namely:

1. Provide safe, secure and humane custodial services.
2. Provide rehabilitation and reintegration services for the transformation of offenders.
3. Promote inmates' access to Justice.
4. Enhance production and productivity for all prisons production enterprises.
5. Strengthen governance, institutional capacity and accountability.

Goal: The goal and the development objective of this plan is transformation of every prisoner into a responsible, law abiding and productive citizen

Over the medium term, UPS will continue to initiate a number of strategic reforms aimed at transforming every prisoner into a responsible, law abiding and productive citizen

Can. Dr. J.O.R. Byabashaija,
COMMISSIONER GENERAL OF PRISONS

QUICK FACTS

UPS SDPs

Uganda Prisons Service (UPS) has implemented five Strategic Development Plans (SDPs) since FY2001/2002 to FY2024/2025

SDP VI

(SDP VI) will build on the foundations and success of previous SDPs to strengthen the transformation of every prisoner into a responsible, law abiding and economically productive citizen

NDP 1V

The strategies and actions of UPS are aligned to the program planning framework, whose objectives are anchored to the NDP IV

EXECUTIVE SUMMARY

Introduction

The Constitution of the Republic of Uganda 1995, (as amended), specifies the provisions for the establishment and functions of the UPS. Articles 215-217 provide for the establishment, leadership and regulation of the UPS. The Constitution requires UPS to be nationalistic, patriotic, professional, disciplined, competent and productive; its members to be citizens of Uganda, of good character, recruited from every district of Uganda.

The Prisons Act, 2006, the Prisons Rules and Regulations 2012, Prisons Standing Orders Parts I, II, and III of 2016, and Commissioner General of Prisons' Administrative Instructions, provide the operational, policy and legal direction for the delivery of custodial services in Uganda.

Background

Uganda Prisons Service (UPS) has implemented five Strategic Development Plans (SDPs) since FY2001/2002 to FY2024/2025. Since 2011 (Vision 2040 period), UPS has implemented three (3) Strategic Plans, which have been aligned to the respective National Development Plans (NDPs). Whereas, the goal of the last three (3) SDPs was building a framework for transformation of prisons from penal institution to a modern/productive Correctional Service, the fifth Strategic Development Plan (SDP V), aimed at actual transformation of every prisoner into a responsible, law abiding and economically productive citizen.

The Prisons Strategic Development Plan VI will build on the foundations and success of previous SDPs to strengthen the transformation of every prisoner into a responsible, law abiding and economically productive citizen but with a major focus on Prisons Infrastructure Development.

The strategies and actions of UPS are aligned to the program planning framework, whose objectives are anchored to the NDP IV through the Governance and Security, and Administration of Justice programs. The Governance and Security program aims at improving adherence to the rule of law and capacity to contain prevailing and emerging security threats while the Administration of Justice program aims at increasing access to justice for all.

A: The Situation

Prisoners:

The country population is approximately 45.9 million with the annual growth rate of 2.9% (UBOS) while the prisoners' population is a daily average of 76,724 prisoners in FY2023/24 with an annual growth rate of 8%. By the year 2030, the prisoners' population is projected to be 119,070 prisoners.

Staffing Position:

The overall service staff strength as at 30th June 2020 was 14,145 composed of 13,642 uniformed staff and 503 civilian staff against the approved establishment of 42,724. 30% (4,258 staff) are females. The current staffing capacity of 33.1% is low and will need to be addressed.

Results over SDP V period (FY2020/21- FY2024/25)

1. Prisons holding capacity increased by 6.7% (1,300 prisoners or 4,680M2) from 19,826 prisoners (71,373.6M2) to 21,126 prisoners (76,053.6M2) through establishment of new prisons at Ntugamo and construction of prisoners' wards in 27 prisons. However, occupancy /congestion of prisons increased from 322.1% to 363.2%. The population of inmates (76,724) exceeded the available capacity by 55,598 inmates in FY2023/24, implying that congestion remains a big challenge for the service.
2. Recidivism rate reduced from 15.1% to 13.4% as a result of increased rehabilitation programs in formal education, vocational education and offender treatment programs in partnership with the criminal justice system and developing partners.
3. Proportion of remand prisoners reduced from 50.6% in FY2019/20 to 47.3% in FY2023/2024. Likewise, prisoners' length of stay on remand reduced from 18.8 to 17.5 months for capital offences and from 3.8 months to 2.7 months for petty offences. The proportion of the remand prisoners who overstayed on remand (beyond mandatory remand period) reduced from 46.4% to 28.1%. This excludes capital offenders committed to High Court
4. Reduced escape rate from 5.9 to 5.3 per 1,000 prisoners held; Security equipment and tools (handcuffs, hand-held metal detectors, padlocks, shackles) were procured for all prisons.
5. Access to safe and clean water supply increased from 58.0% to 97% of all prison units and sanitation systems improved through elimination of the bucket system in 214 (88.8%) out of the 266 prisons.
6. Mortality rate among prisoners reduced from 3.8 to 3.3 per 1,000 prisoners held.
7. Human rights observance was improved by establishing human rights committees in 100% of the 266 prisons; prisoners' hours of work maintained 6 hours; Human rights awareness campaign intensified; Prisoners/staff empowered to demand their rights; 100% staff and prisoners aware of rights and obligations;
8. Supported Uganda's industrialization agenda through production 13,304 bales of cotton to support the local textile industries and 5,965.8MT of seed to support local farmers through Parish Development Model. Likewise, the Service produced 40,637MT of maize grain to supplement prisoners feeding and reduce tax payers' burden of looking after prisoners in custody. Produced shs.118.52bn in Non-Tax Revenue.
9. Improved productivity of prisons production enterprises to 0.94MT/acre 1.01MT/acre and 0.25MT/acre of maize grain, maize seed and cotton respectively and expansion of garments and furniture production capacity of prisons industries.
10. Staff to Prisoner ratio worsened from 1:6 to 1:7 due to increase in prisoners' population with increased staff attrition of an average of 304 staff per annum

Service delivery constraints

UPS is challenged with the following constraints:

1. High prisoners' population growth rate of 8% per annum compared to national population growth rate of 2.9%.
2. High prison congestion levels of 363.2%. Whereas the prisoner population increased by 24.5% (15,110 prisoners), holding capacity increased by only 5.7% (1,140 prisoners).
3. Absence of a Corrections Strategy – absence of a policy framework for transformation of the service from penal to productive corrections.
4. Weak framework for rehabilitation, reformation and reintegration of prisoners' – No appropriate offender rehabilitation-reintegration model
5. Inadequate and inappropriate physical infrastructure, to enhance safety and security of prisoners, staff and the public- infrastructure doesn't match security requirements, changing profiles of prisoners, new ideology of corrections and the changing sentencing regime.

6. Ineffective sentence administration planning - No comprehensive information on offenders' criminal history and no capacity to track offenders due to absence of ICT infrastructure. This is in addition to
7. Misalignment of Criminal Justice System (CJS) stakeholders – location of police, courts and prisons not aligned. Whereas Police is operating a subcounty policing model at every subcounty across the country, Judiciary is operational in 145 districts including 9 cities almost every district, while prisons are missing in 17 districts. This over stretches prisons operations in delivery of prisoners to court in terms of long distances between courts and prisons and difficulty in observance of human rights for both offenders and staff
8. Professionalization and management accountability challenges - absence of corrections training academy in the region.
9. Low application of modern technology in documentation & prisoners' profiling – No application of technology in identification, management, and control of prisoners.
10. Production inefficiencies of Prisons Enterprises with inadequate and incomplete mechanization of production processes, absence of water for production to facilitate all year production and inability to adopt a business model in the management of production enterprises
11. Inadequate staff strength: UPS requires a custodial staff establishment of 33,232 personnel in custodial services alone. However, the Service has a custodial staff establishment of 11,470 personnel – shortfall of 21,762 (65.5%) custodial personnel

B: Planning framework

This strategic plan is aligned to the NDP IV, and builds on UPS SDP V achievements, taking into consideration the challenges encountered and lessons learnt during its implementation.

To achieve the institutional goal, and contribute to achievement of national and sectoral objectives, the plan is anchored on the following;

a) Vision 2040: A Transformed Ugandan Society from a peasant to a modern and prosperous country within 30 years (from 2011-2040).

b) NDP IV (2025/26-2029/30): "Achieve higher household incomes and employment for sustainable socio-economic transformation"

UPS will contribute to the following NDP IV objectives;

(i) Sustainably increase production, productivity and value addition in agriculture, minerals, oil & gas, tourism, ICT and financial services. Build systems to enhance production capacity and productivity of UPS production enterprises (Grain, Cotton, Seed and Industries) including establishing of a complete value chain for all enterprises

(ii) Enhance human capital development along the entire life cycle through establishing and strengthening staff capacity building and development programs and offender rehabilitation and reintegration, staff and prisoners' welfare improvement, improving prisoners' and staff accommodation and health care provision

(iii) Strengthen good governance, security, and the role of the state in development through building the capacity of the Service, for the delivery of safe, secure, humane correctional custodial services including development of ICT for delivery of correctional services

c) NDP IV Program Implementation Action Plans

UPS shall contribute to the following NDP IV Programs and program objectives:

Administration of Justice: The purpose of the Administration of Justice program is to strengthen access to justice for all.

(i) Strengthen people-centered Justice service delivery system through establishment of reception centers to complete the chain of justice, retooling and equipping including establishing virtual courts to reduce the cost of access to justice, and acquisition of transport equipment for production of prisoners to court.

(ii) Strengthen and reform Justice business processes through automation, roll out and integration of Prisons Management Information Systems with actors in the criminal justice system, staff capacity building and strengthening partnerships with other actors in the criminal justice

Governance and Security program: The purpose of this program is to ensure peace, security and adherence to the rule of law.

(i) Strengthen the capacity of security agencies to address security threats and emergencies through improvement and strengthening of prisons infrastructure (staff, prisoners, health, rehabilitation, ICT among others), strengthening prisons intelligence and security systems and reforms in the training function, building production systems aimed at improving staff and prisoners' welfare and reducing taxpayers' burden of looking after offenders in custody.

(ii) Strengthen policy, legal, regulatory and Institutional frameworks for effective governance and security through completion of development and implementation of corrections policy to guide the transformation of the service from a panel to a productive correctional service in the delivery of custodial services.

(iii) Enhance justice law and order services and business processes for social-economic transformation through enhanced offender rehabilitation and reintegration. UPS will also focus on promotion of equitable and quality access to justice for staff, prisoners and the public, enhancing community participation in delivery of justice and human rights observance and computerization of service business processes and re-engineering to strengthen case management and strengthening the functions of Visiting Justices

(iv) Enhance compliance and implementation of the Uganda Bill of Rights through water and sanitation improvement, Health promotion, disease prevention and control, and staff and prisoners' welfare improvement through enhancing basic provisions, and enhancing community participation in delivery of justice and human rights awareness, practice and observance.

d) The 23 Presidential Guidelines and Directives

Presidential Guideline and Directives No.13 - improving staff welfare needs- guarantee the future of staff places emphasis on;

1) Constructing barracks; at least, a two bed-room bungalow or flat per staff,

2) Education of staff children,

3) Staff Spouses be economically active around the barracks for additional incomes for their families

4) Food security

5) House at home after retirement

Other HE. The President's directives

1) Prisons Industries- capacity building to produce furniture for MDAs.
2) Cotton production for textile industries
3) Seed production to increase quality seed supply and eliminate adulterated seed on market to ensure national food security
4) Afforestation and fruit farming
5) Beef farming to support new investments in beef industry
6) Support to Local Textile industries- staff and prisoners' uniforms

The Plan has considered implementation of the above directives

Further guidance by HE on implementation of guidelines

1) Planning for Scarce Resources: That, because resources are not enough to cover everything, institutional leaders must prioritize and concentrate on few areas with highest impact on the institution. This calls for Logical sequencing / "layering" of investments in a way that investments with higher multiplier effect on prisons take the first priority on resources. The Service is planning to prioritize income generating activities (Industrial production and farming) to generate income that will be channeled to other underfunded/ unfunded service delivery areas
2) Recruitment: That, staff recruitment must be planned, taking into consideration the recurrent costs, in order not to affect the economic growth targets. The strategy is to allow investments to accelerate economic growth that will then finance staff recruitment.
3) ICT and Electronic monitoring systems: That, institutional leaders understudy the possibility of using ICT and electronic monitoring systems in fighting crime, as a force multiplier. Is it affordable! Is it manageable! UPS under this DP has identified five (5) maximum and high security prisons to be installed with CCTV IP Camera surveillance system
4) Exploring budget neutral approaches: That service leaders must explore budget neutral approaches to improve service delivery within available resources. Such approaches include: Public Private Partnerships – in addressing the challenges of infrastructure.

C: Strategic Direction

The vision: A center of excellence in providing human rights based correctional services in Africa.

Mission: To contribute to the protection and development of society by providing safe, secure, and humane custody of prisoners while placing human rights at the centre of their correctional programmes.

Goal: The goal and the development objective of this plan is a transformed prisoner into a responsible, law abiding and productive citizen

Key Strategic objectives

1) Provide safe, secure and humane custodial services.
2) Provide rehabilitation and reintegration services for the transformation of offenders.
3) Promote inmates' access to Justice.
4) Enhance production and productivity for all prisons production enterprises.
5) Strengthen governance, institutional capacity and accountability.

Development strategies

In order to achieve the above strategic objectives, a number of development strategies will be pursued as outlined below:

1) A two (2) pronged development strategy has been adopted namely; Project mode strategy & operations mode strategy

2) Logical sequencing or "layering" of investments (investment platforms) in implementation of projects/ programs and activities. This strategy aims at exploiting building blocks. Each platform will build on the next to attain the strategic results. It will be upon attainment of platform I results that investment is targeted towards platform II interventions.

3) Adoption of a "business approach" in the delivery of service. Prisons production enterprises will have business plans for both commercial and non-commercial operations to guide investment and rehabilitation of prisoners. In addition, there will be separation of the production and rehabilitation functions in order to harness efficiency gains.

4) Use of low-cost solutions and harnessing labor potential: The service has identified critical service delivery areas that require low-cost interventions, and budget saving mechanisms to deliver services at reduced costs. These interventions will include low-cost staff housing, construction of sanitation systems to eliminate the bucket systems, afforestation, use of energy saving stoves and biogas technology to reduce expenditure on firewood and use of Force Multipliers

5) Inter-sectoral linkages with MAAIF, NARO, Health, Education, Police, Defense and water sectors. Strategic planning and budgeting and hence, resource allocation in Uganda is done in sectors under the Sector Wide Approach. UPS recognizes the significance of building and strengthening strategic partnerships with all the MDAs of interest to deepen the understanding of the systems and innovations around the two systems.

6) Strong Public Private Partnership (PPP) especially on the use of prisons facilities to undertake development activities in areas of seed multiplication, school feeding programs, poultry hatching, construction of prisoners' accommodation, among others.

7) Alignment of prisons to other institution of CJS through such innovations as;

    a) Adoption of small sized model prisons that allows provision for future expansion while maintaining the meaning of a prison.

    b) Rationalizing the presence of prisons through grading prisons based on population and security;

8) Reducing prisoners' population growth rate, hence reducing prisons congestion and attendant challenges through use of parole, release on license, Strengthening PAS and "Linking Remands" projects, inter-agency engagements for reduction of case backlog.

9) Adoption of Human Rights Based Approach to development.

10) Fast tracking of the full implementation of the new structure to align the Human resource of the service to the core activities (Staff recruitment, appointments & promotion)

Expected Results and Targets

Objective 1: safe, secure and humane custodial services

a) Congestion/Occupancy levels reduced from 363.2% to 308.7%

b) Coverage of safe water sources increased from 97% (258/266 prisons) to 100%

c) Escape rate among prisoners reduced from 5.3/1,000 to 3.5/1,000 held offenders

d) Prisons with access to health care services increased from 64.3% to 100%

e) Mortality rate reduced from 3.3/1,000 to 2.0/1,000 held offenders

f) Proportion of staff housed increased from 48.9% to 75%

Objective 2: Rehabilitation and reintegration of offenders

a) Recidivism rate among offenders reduced from 13.4% to 12.8%

Objective 3: Promote access to Justice

b) Length of stay on remand (months) reduced from 17.5 months to 15 months for capital offenders and from 2.7 months to 2.0 months for petty offenders

c) Proportion of the remand prisoner population reduced from 47.3% to 41.3%

d) 100% appeals of convicted prisoners lodged and heard

Objective 4: Enhance production and productivity for all prisons production enterprises.

a) Shs.122.27bn generated in Non-Tax Revenue per year

b) Productivity of prisons enterprise increased to 2.5MT/acre 1.35MT/acre and 0.7MT/acre of maize grain, maize seed and cotton respectively

Objective 5: Governance, institutional capacity and accountability

a) Improved public perception of UPS services

b) Increased level of public satisfaction of UPS service

c) 100% achievement of performance targets

Priorities of the plan

This plan will prioritize investment in eight (8) key service delivery areas. These are:

1. **Prisons farm production**

   (i) Develop business plans for development, management and operationalization of farms by enterprise

   (ii) Full mechanization of seed, maize grain and cotton production processes including value addition, minimum tillage technologies and soil fertility management.

   (iii) Establishment, expansion and renovation of production infrastructure.

   (iv) Provision of Water for production for all year farm activities. - Establish irrigation schemes in prisons farms to reduce dependence on rain fed agriculture.

   (v) Adoption of climate smart agriculture practices

(vi) Strengthen livestock development and productivity:

2. **Revival and expansion of prisons industries to meet market demands**
   - (i) Develop business plans for development, management and operationalization of prisons industries
   - (ii) Full Mechanization of the Prisons industries (Furniture production, Tannery, Garment production, Soap production, Arts & Crafts and Leather products
   - (iii) Establishment of industrial production workshops under the specialization mechanism
   - (iv) Certified skills development to support industrial production
   - (v) Establish and nurture small cottage industries to support welfare of staff and prisoners-- including the briquettes making
3. **Prisons infrastructure management and development**
   - (i) Expansion of prisoners' accommodation, staff accommodation and health infrastructure
   - (ii) Establishment and strengthening ICT and Security Infrastructure
4. **Strengthen the Prisons Intelligence and Security Systems**
5. **Staff and Prisoners welfare and observance of human rights & fundamental freedoms**
   - (i) Health promotion, and Water and Sanitation improvement
   - (ii) Provision of basic necessities of life that include beddings, clothing, feeding
   - (iii) Improve provision of staff logistical and dietary provisions
   - (iv) Promotion of human rights awareness and practice
   - (v) Expanding and strengthening the operations of the Duty-Free Shop and Prisons SACCO
   - (vi) Spouse's empowerment Projects in 50 prisons
   - (vii) Establishment of Staff children education schools
6. **Offender Rehabilitation and reintegration**
   - (i) Strengthen offender education services (formal education, Adult Learning and Community Education (ALCE), vocational education and behavior change treatment programs)
   - (ii) Establishment of offender rehabilitation and administrative infrastructure
   - (iii) Strengthening reintegration services
7. **Access to Justice**
   - (i) Motor Vehicle Fleet Improvement for delivery of prisoners to courts
   - (ii) ICT System integration for effective case management.
   - (iii) Strengthen the usage of virtual courts in delivery of justice
   - (iv) Paralegal Advisory Services and legal aid services in promotion of access to justice.
   - (v) Prisons alignment to other stakeholders in the Criminal Justice System to through construction of reception centers
8. **Retooling of UPS in terms of office equipment.**
9. **Strengthening Human Resource Administration and Development**
   - (i) Accreditation of the Prisons Academy and Training School (PATS)
   - (ii) Establish a modern training school at Kitalya
   - (iii) Implementation of the Human Resource Development Plan (HRDP)

Policy Shifts and Reforms

To ensure effective and efficient implementation of SDP VI, the following policy reforms and shifts will drive its focus;

(i) Rationalisation of distribution and establishment of prison units aimed at eliminating misalignment of prisons to the justice chain of service delivery and reduction in the costs of administration to promote efficiency and viability.

(ii) Separation of commercial production in prisons enterprises from the offender rehabilitation function. This will require establishment of rehabilitation infrastructure and facilities separate from commercial production workshops with the aim of maximising the gains from either function.

(iii) Specialisation of prisons production enterprises, by product and location, aimed at leveraging on the backward and forward linkages created through dedicated production chains and business principles.

(iv) Implementation of the offender rehabilitation model. Rehabilitation and reintegration programs and interventions will be implemented following the approved rehabilitation model.

(v) Service Standards and Service Delivery Standards. All interventions under the SDP will be aimed at achieving service delivery standards as identified by the respective departments and directorates. Service delivery standards will be the basis for planning, budgeting, and costing and performance measurement.

(vi) Performance Management. The SDP VI, performance management framework will strike a balance between the service delivery objectives and the functions of the respective directorates and departments. The five (5) year performance targets will be set for all directorates, departments and all other UPS structures while clearly linking them to the vision, mission and strategic objectives.

(vii) Integration of ICT in all UPS Business Process. This will require a phased, sustainable and cost-effective development agenda for UPS ICT development aimed at achieving efficiency and effectiveness in the use of force multipliers as a cost reduction strategy

Core Projects to be undertaken

Core Projects to be undertaken

a) Fully Integrated Prisons Tannery & Footwear, Furniture & Garment Industry

b) Enhancement of Prisons Production Systems and Value Addition Project

c) Prisons Infrastructure Upgrade and Development Project-Phase I

d) Uganda Prisons Security and Safety Equipment Project

Financing the plan/ Indicative Budget

To implement the SDP VI and deliver planned outputs, Ugshs.2,471.091bn is required. Shs.799.648bn (32.4%) is required for staff salaries, shs.1,385.423bn (56.1%) is required to implement the Non-wage recurrent activities while shs286.02bn (11.6%) is required to implement development activities

Implementation, Monitoring and Evaluation

1. Project management unit will be established
2. Inspection and standards unit will be strengthened
3. Quarterly Performance reviews, Annual Top Management retreats.

SDP Development process

This Development Plan has been formulated through a consultative process, led by the Task Force constituted by the Commissioner General of Prisons. The Task Force is composed of officers from the various departments as a result of internal human resource capacity that has been built overtime. Consultations were conducted internally with the Directorates, Departments, Prison Regions, Prison Districts and Stations within Uganda Prisons Service and externally from JLOS, NPA, Ministry of Public Service, Ministry of Internal Affairs, Uganda Prisons Authority and other Criminal Justice Agencies.

Structure of the SDP VI

The development plan is organized in eight (8) chapters. Chapter I comprises the overview; Legal, Policy and Operational Framework, Planning Framework and Policy shifts; Chapter II is the Situation analysis; Chapter III is the Strategic Direction with development strategies, Priorities of the plan and the key strategic objectives. Chapter IV covers the financing framework and strategy; Chapter V is on institutional arrangements for plan implementation, chapter VI covers communication strategy and feedback, Chapter VII covers risk management while chapter VIII covers Monitoring and Evaluation framework

CHAPTER ONE.

BACKGROUND

1.1 Overview

Uganda Prisons Service (UPS) has implemented five Strategic Development Plans (SDPs) since FY2001/2002 to FY2024/2025.

For the vision 2040 period, since 2011, UPS has implemented three SPs, which have been aligned to the respective National Development Plans (NDPs). Whereas, the goal of the last three (3) SDPs was building a framework for transformation of prisons from penal institution to a modern/productive Correctional Service, the fifth Strategic Development Plan (SDP V), aimed at actual transformation of every prisoner into a responsible, law abiding and economically productive citizen.

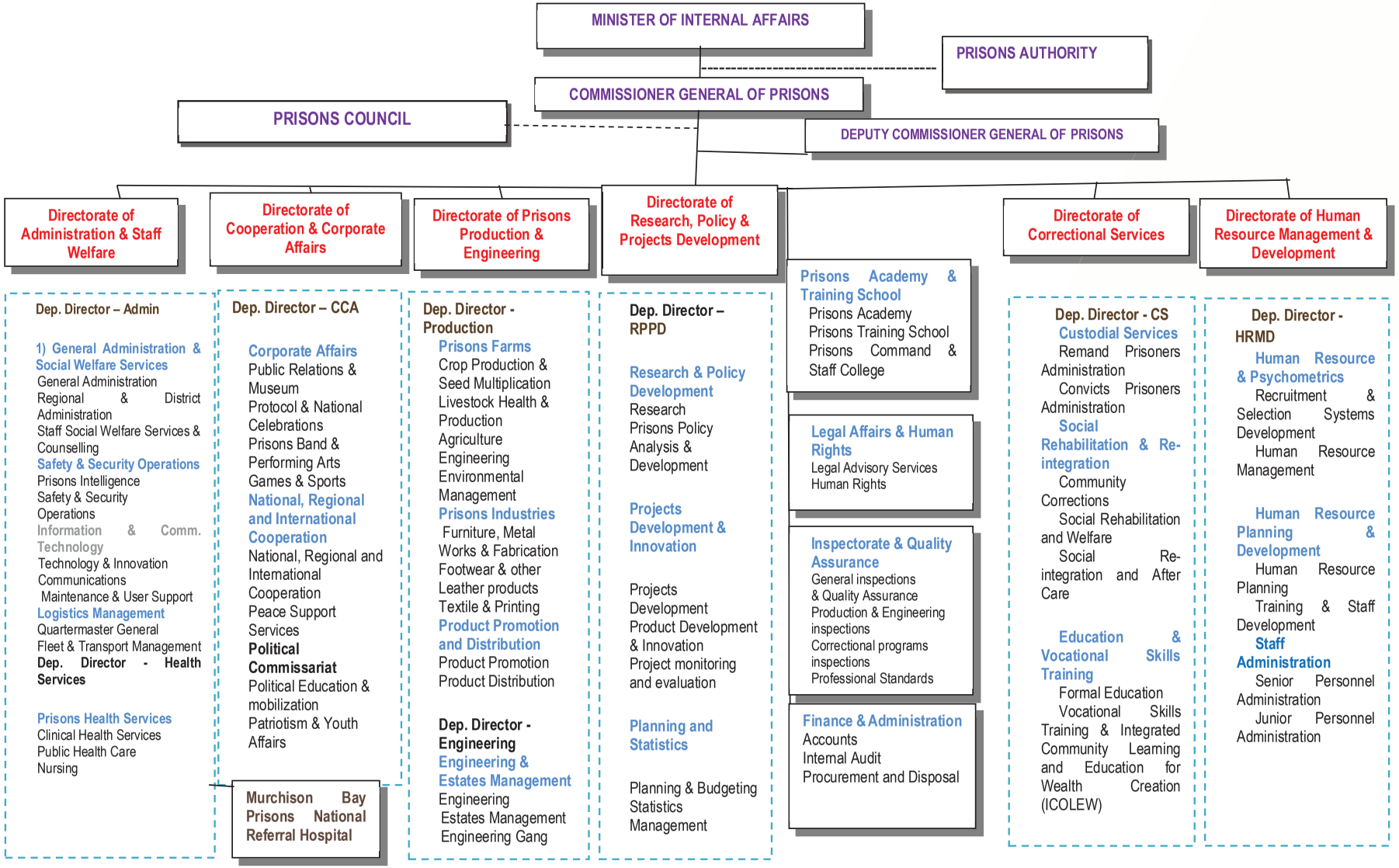
The Uganda Prisons Service policy and legal framework is still penal despite the strides made to provide safe, secure and humane correctional services.

1.2 Purpose of Strategic Development VI

The Prisons Strategic Development Plan VI identifies the reforms and necessary interventions and actions to make the institution more productive and responsive.

1.3 Governance and Organizational Structure

MACRO STRUCTURE FOR UGANDA PRISONS SERVICE



1.4 Legal, Policy and Operational Framework

The Legislated Mandate of UPS is to provide safe, secure and humane custody of prisoners and rehabilitation of offenders into law abiding and productive citizens. The Assigned Mandate is Production of Cotton, Seeds, Grain and Furniture for MDAs.

The mandate and strategic direction of UPS is informed and guided by a range of policy, legal, and operational frameworks centered at the institutional, sectoral, national, regional, and international levels. These include;

i) The Constitution of Republic of Uganda, 1995 (as amended)

ii) Prisons Act, 2006

iii) Prisons Rules and Regulations 2012

iv) Prisons Standing Orders 2016

v) Public Finance Management Act, 2015

vi) Uganda Vision 2040

vii) National Development Plan IV, FY2025/2026 – FY2029/2030

viii) Governance and Security, and Administration of Justice PIAPs

ix) Ministry of Internal Affairs SDP III, FY2025/2026 – FY2029/2030

x) Presidential Directives

xi) Public Service Regulations.

xii) Circular Instructions issued by the Commissioner General of Prisons from time to time;

xiii) Country Strategic Interventions on Investment and Exports

The Constitution of Uganda, 1995 (as amended)

The Constitution of the Republic of Uganda 1995, (as amended), specifies the provisions for the establishment and functions of the UPS. Articles 215-217 provide for the establishment, leadership and regulation of the UPS. The Constitution requires UPS to be nationalistic, patriotic, professional, disciplined, competent and productive; its members to be citizens of Uganda, of good character, recruited from every district of Uganda.

The Prisons Act, 2006, Prisons Regulations 2012, and Prisons Standing Orders 2016

The Prisons Act, 2006, the Prisons Regulations 2012, Prisons Standing Orders Parts I, II, and III of 2016, and Commissioner General of Prisons' Administrative Instructions made from time to time, provide the operational, legal and policy direction for the delivery of custodial services in Uganda.

The Prisons Act, 2006 provides for the functions of UPS.

Section 4 of the Prisons Act, 2006 spells the main objective of the Prisons Service as "to contribute to the protection of all members of society by providing reasonable, safe, secure and humane custody and rehabilitation of offenders in accordance with universally accepted standards".

Section 5 of the Prisons Act, 2006 provides the functions of UPS as:

i) To ensure that every person detained legally in a prison is kept in humane, safe custody, produced in court when required until lawfully discharged or removed from prison;

ii) To facilitate the social rehabilitation and reformation of prisoners through specific training and educational programs;

iii) To facilitate the re-integration of prisoners into their communities;

iv) To ensure performance by prisoners, of work reasonably necessary for the effective management of prisons;

v) To perform other such functions as the Minister, after consultation with the Prisons Authority, may from time to time assign to the service.

International and Regional Instruments

The international and regional framework relating to prisons and prisoners' rights, which Uganda has ratified, are mainly aimed at improving prisons conditions by setting international minimum standards for prisons conditions and prisoners' rights. They include;

i) UN Nelson Mandela Rules (Vienna Austria 2015)

ii) The International Convention on Civil and Political Rights (ICCPR) 1966

iii) Convention against Torture and other ill treatment (CAT- UN 1984)

iv) Body of Principles for the Protection of all Persons under Detention (1988)

v) Code of Conduct for Law Enforcement Officers- General Assembly Resolution 34/169 of 17 December 1979

vi) UN Standard Minimum Rules for Non-Custodial Measures (Tokyo Rules - UN 1990)

vii) Kampala Declaration on Prison Conditions in Africa (1996)

viii) The Protocol on the Establishment of East African Community

ix) The Convention on the Rights of the Child

Contribution towards achievement of Sustainable Development Goals (SDGs)

This Plan contributes directly towards achievement of the following Strategic Development Goals;

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture: UPS will invest in multiplication of various quality and affordable seeds as well as grain production, to contribute to the country's food security.

Goal 3: Ensure healthy lives and promote well-being for all at all ages – through Prisons Health Services – equip the Prisons Staff Hospital and the National Prisoners Referral Hospital at Luzira, upgrade Prisons Health Centers, strengthen the patient's referral system and logistical and drug supplies

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all – through prisoners' formal education programs (Integrated Community learning and Education for Wealth Creation, Primary, Secondary, and Tertiary) and support to education of staff children.

Goal 5: Achieve gender equality and empower all women and girls.

Goal 6: Water and Sanitation: Ensure availability and sustainable management of water and sanitation for all.UPS commits to ensuring that all prisons have access to safe and clean water as well as ensuring availability of water closets in all prisons, as part of the human rights entitlements of inmates.

Goal 15: Protect, restore and promote sustainable use of territorial eco systems. Sustainably manage forests, combat desertification and halt land degradation and halt biodiversity loss. UPS shall take urgent action to combat climate change and its impacts – through adoption of clean cooking systems, to reduce the use of wood fuel and strengthening afforestation programs through expansion.

Goal 16: Promote Peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels – through timely production of prisoners to courts and linking remand prisoners to other actors in the criminal justice system.

1.5 Policy and Planning Framework

1.5.1 Vision 2040

The goal of Uganda's Vision 2040, whose vision is "a transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years" from 2011 – 2040. The Vision 2040 implementation is staggered in six five-year NDPs. From FY2025/26 to FY2029/2030, Vision 2040 will be implemented through the fourth NDP, whose goal is "Achieve higher household incomes and employment for sustainable socio-economic transformation".

1.5.2 EAC Vision,2050

The UPS Development Plan VI is cognizant of the country's regional and international development commitments and strategic bottlenecks to Africa's socioeconomic development as illustrated in EAC Vision 2050. These include ideological disorientation; underdeveloped infrastructure, weak states (Army, Police, Judiciary, Prisons, Civil service etc.), fragmented markets, market access and expansion, lack of industrialization and low value addition, under-development of human resources, under-development of agriculture, under-development of the services sector (banking, Insurance Tourism), attacks on democracy and governance, a non-responsive civil service, inadequate domestic resource mobilization, and structural inequalities in access to opportunities

Therefore, this plan will address the aspiration of EAC Vision 2050 through the interventions as highlighted in the table below;

Table 1.1 Alignment to EAC Aspirations

EAC Aspirations	Priority Area of Focus	UPS Key Interventions
Access to affordable and efficient transport, energy & communication for increased regional competitiveness	Access, capacity, efficiency & sustainability of energy	Establishment of clean energy cooking systems including solar, biogas among others
	Investment in ICT research & innovation to increase competitiveness.	Establishment of ICT infrastructure - Increase coverage of communication systems; complete Dev't and roll out Prisoners Management Information system
Enhanced agricultural productivity for food security and a transformed rural economy	Promotion of sustainable agricultural production & productivity in the region.	Strengthen prisons agriculture production enterprises through capitalization and mechanization of all prisons production systems
	Sustainable land management	Surveying and titling of all prisons land, and land use mapping as well as strengthening the physical planning function
Structural transformation of the industrial and manufacturing sector through value addition and product diversification based on comparative advantage	High value addition and product diversification for job creation and development	Revitalization of prisons industries as an import substitution strategy
Effective and sustainable use of natural resources with enhanced value addition and management	Climate change adaptation and mitigation	Climate change Management based agriculture - Increase afforestation cover in all prison units
	Access, capacity, efficiency & sustainability of energy	Establish energy saving & clean cooking systems in all prisons countrywide
Well educated and healthy human resources	Promotion of peace, security, democracy, political stability, governance and accountability, justice and fairness.	1. Expansion and upgrade of Prisons health infrastructure using low-cost solutions 2. Strengthening Prisons Intelligence and security systems 3. Enhance prisons access to justice through timely delivery of prisoners to court, PAS and Pro Bono (Legal Aid) services
	Investment in human capital development including education, health, gender and women empowerment	1. Water and sanitation improvement 2. Health promotion, disease prevention and control 3. Staff and prisoners' welfare improvement 4. Staff capacity building and development

1.1.5.3 National Development Plan IV and Programs

UPS is among the institutions responsible for administering justice, maintaining law and order and promoting the observance of human rights. The UPS SDP VI is anchored to the NDP IV through the Governance and Security Program, whose purpose is to improve adherence to the rule of law and capacity to contain prevailing and emerging security threats.

Therefore, the UPS Strategic Development Plan VI will contribute to achievement of the following Governance and Security priority areas of focus;

i) Strengthen the capacity of Security Agencies to address security threats and emergencies.

ii) Strengthen policy, legal, regulatory and Institutional frameworks for effective governance and security

iii) Enhance justice law and order services for social economic transformation

iv) Enhance compliance with the Bill of Rights

v) Strengthen citizen participation and engagement in the democratic processes

vi) Strengthen policy, legal and institutional frameworks

vii) Strengthen the fight against corruption to build transparent and accountable systems.

Likewise, the SDP VI is also anchored to the NDP IV through the Administration of Justice Program, whose purpose is to strengthen access to justice for all. The program priority areas of focus include;

1. Strengthen people-centered Justice service delivery system;
2. Strengthen dispute resolution; and
3. Strengthen and reform Justice business processes

Linkage with NDP IV Objectives

The UPS - SDP VI will contribute to the following NDP IV objectives:

Table 1.2 UPS linkage with NDP IV objectives

NDP IV Strategies	UPS Interventions
NDP IV Objective: Sustainably increase production, productivity and value addition in agriculture, minerals, oil & gas, tourism, ICT and financial services	
Increase Production and Productivity in agriculture, minerals, oil & gas, tourism, ICT and financial services. Increase Value Addition in agriculture, minerals, oil & gas, tourism, ICT and financial services	Enhance production capacity and productivity of UPS production enterprises (Grain, Cotton, Seed and Industries) including establishing of a complete value chain for all enterprises Promote the use of ICT in all UPS business processes
NDP IV Objective: Enhance human capital development along the entire life cycle.	
Institutionalize Manpower Planning and Promote Industry-driven Skilling and Training; Improve access, equity, and quality of education at all levels	Establish and strengthen staff capacity building and development programs Offender rehabilitation and reintegration
Promote empowerment and livelihood programs for youth, women, children, elder persons, and People with Disabilities (PWDs); Promote decent employment opportunities	Establish and strengthen staff and prisoners' welfare improvement and, Offender rehabilitation and reintegration

NDP IV Strategies	UPS Interventions
Enhance access to water, sanitation, and hygiene.	Water and sanitation improvement in all prisons Establish energy saving & clean cooking systems in all prisons countrywide
Improve access, equity and quality of healthcare at all levels and, Rehabilitate, equip and construct health infrastructure at all levels	Health promotion, disease prevention and control and, Expansion of prisoners' and staff accommodation and health infrastructure using low-cost solutions Enhance prisons access to justice through timely delivery of prisoners to court, PAS and Pro Bono (Legal Aid) services
NDP IV Objective: Strengthen good governance, security, and the role of the state in development	
Strengthen the Rule of law, and consolidate and sustain peace and security	Build the capacity of the Service, for the delivery of safe, secure, humane correctional custodial services. Establishment of ICT infrastructure - Increase coverage of communication systems; complete and roll out Management Information systems

1.5.4 Linkage with NDP IV Priority Program Implementation Action Plans:

UPS shall contribute to the following NDP IV Programs and program objectives:

Administration of Justice: The purpose of the Administration of Justice program is to strengthen access to justice for all.

i. Strengthen people-centered Justice service delivery system through establishment of reception centers to complete the chain of justice, retooling and equipping including establishing virtual courts to reduce the cost of access to justice, and acquisition of transport equipment for production of prisoners to court.

ii. Strengthen and reform Justice business processes through automation, roll out and integration of Prisons Management Information Systems with actors in the criminal justice system, staff capacity building and strengthening partnerships with other actors in the criminal justice

Governance and Security program: The purpose of this program is to ensure peace, security and adherence to the rule of law.

i. Strengthen the capacity of security agencies to address security threats and emergencies through improvement and strengthening of prisons infrastructure (staff, prisoners, health, rehabilitation, ICT among others), strengthening prisons intelligence and security systems, and improving welfare of staff and prisoners as well as mechanization of all production enterprises across the production chain

ii. Strengthen policy, legal, regulatory and Institutional frameworks for effective governance and security through completion of development and implementation of corrections policy to guide the transformation of the service from a panel to a productive correctional service in the delivery of custodial services.

iii. Enhance justice law and order services and business processes for social-economic transformation through enhanced offender rehabilitation and reintegration. UPS will also focus on promotion of equitable and quality access to justice for staff, prisoners and the public, enhancing community participation in delivery of justice and human rights observance and computerization of service business processes and re-engineering to strengthen case management.

iv. Enhance compliance and implementation of the Uganda Bill of Rights through water and sanitation improvement, health promotion, disease prevention and control, and staff and prisoners' welfare improvement, and enhancing community participation in delivery of justice and human rights observance.

1.5.5 Linkage with the 23 Presidential Guidelines and Directives

Presidential Guideline and Directives No.13 - improving staff welfare needs- guarantee the future of staff places emphasis on;

6) Constructing barracks; at least, a two bed-room bungalow or flat per staff,
7) Education of staff children,
8) Staff Spouses be economically active around the barracks for additional incomes for their families
9) Food security
10) House at home after retirement

Other HE. The President's directives

7) Prisons Industries- capacity building to produce furniture for MDAs.
8) Cotton production for textile industries
9) Seed production to increase quality seed supply and eliminate adulterated seed on market to ensure national food security
10) Afforestation and fruit farming
11) Beef farming to support new investments in beef industry
12) Support to Local Textile industries- staff and prisoners' uniforms

The plan has considered implementation of the above directives

Further guidance by HE on implementation of guidelines

5) **Planning for Scarce Resources:** That, because resources are not enough to cover everything, institutional leaders must prioritize and concentrate on few areas with highest impact on the institution. This calls for Logical sequencing / "layering" of investments in a way that investments with higher multiplier effect on prisons take the first priority on resources. The Service is planning to prioritize income generating activities (Industrial production and farming) to generate income that will be channeled to other underfunded/ unfunded service delivery areas
6) **Recruitment:** That, staff recruitment must be planned, taking into consideration the recurrent costs, in order not to affect the economic growth targets. The strategy is to allow investments to accelerate economic growth that will then finance staff recruitment. H.E. The president, therefore, guided that institutional leaders consider exploring Force multipliers, in lieu of recruitment.
7) **ICT and Electronic monitoring systems:** That, institutional leaders understudy the possibility of using ICT and electronic monitoring systems in fighting crime, as a force multiplier. Is it affordable! Is it manageable! UPS under this plan, has identified thirteen (13) maximum and high security prisons to be installed with CCTV IP Camera surveillance system
8) **Exploring budget neutral approaches:** That service leaders must explore budget neutral approaches to improve service delivery within available resources. Such approaches include: Public Private Partnerships – in addressing the challenges of infrastructure. The plan has envisaged construction of a 124 prisoners wards of 75 prisoners' capacity or 270 sq. meters each and 2,500 staff houses using in-house capacity and support to Regional Prisons Commanders and Officers-in Charge.

1.6 Management and Administrative Shifts and Reforms

1) Rationalization of distribution and establishment of prison units aimed at eliminating misalignment of prisons to the justice chain of service delivery and reduction in the costs of administration to promote efficiency and viability. A rationalization study will be undertaken on all prisons units to determine the effectiveness and efficiency in view of delivery of prisons mandate, and will be a basis of establishment of prisons.

2) Separation of commercial production in prisons enterprises from the offender rehabilitation function. This requires establishment of a commercial and rehabilitation environment, conducive for delivery of the respective functions. It also focusses on development of the requisite regulatory and operation framework for business operation including establishment of commercial production infrastructure, acquisition of skilled and qualified staff to undertake business operation as well strengthening marketing and distribution mechanisms.

   The rehabilitation function will require establishment of functional infrastructure and facilities in line with MoES standards, acquisition of human resource qualified in offender skilling, education and instruction with the aim of maximizing the gains from this function.

3) Specialization of prisons production enterprises, by product and location, aimed at leveraging on the backward and forward linkages created through dedicated production chains and business principles. A deliberate approach has been proposed here for Prisons industries (Furniture production wing) to concentrate on office furniture only.

4) Implementation of the National Corrections Policy. The Service will complete development of the National Corrections Policy and facilitate the implementation of the offender rehabilitation model. Under the SDP VI, all offender rehabilitation and reintegration programs and interventions will be implemented following the approved rehabilitation model.

5) Service Standards and Service Delivery Standards. All interventions under this plan will be aimed at achieving service delivery standards as identified by the respective departments and directorates. Service delivery standards will be the basis for planning, budgeting, costing and performance measurement.

6) Performance Management. The SDP VI, performance management framework will strike a balance between the Service delivery objectives and the functions of the respective directorates and departments. The five (5) year performance targets will be set for all directorates, departments and all other UPS structures while clearly linking them to the vision, mission, mandate and strategic objectives. These will form part of the sixth strategic development plan, FY2025/26 – FY2029/30

7) Integration of ICT in all UPS Business Processes. This will require a phased, sustainable and cost-effective development agenda for UPS ICT development aimed at achieving efficiency and effectiveness in the use of force multipliers as a cost reduction strategy. The Service will undertake phased implementation of the Prisoners Management Information System and roll it out to 269 prisons and full implementation of all modules of the Human Resource Management Information System in all prisons.

1.7 SDP Development process

This Development Plan has been formulated through a consultative process, led by the Task Force constituted by the Commissioner General of Prisons. The Task Force is composed of officers from the various departments as a result of internal human resource capacity that has been built overtime. Consultations were conducted internally with the Directorates, Departments, Prison Regions, Prison Districts and Stations within Uganda Prisons Service and externally from JLOS, NPA, Ministry of Public Service, Ministry of Internal Affairs, Uganda Prisons Authority and other Criminal Justice Agencies.

1.8 Structure of the SDP VI

The development plan is organized in eight (8) chapters;

Chapter I:	Overview; Legal, Policy & Operational Framework, Planning Framework and Policy shifts
Chapter II:	Situation analysis;
Chapter III:	Strategic Direction, Priorities of the plan and the key strategic objectives.
Chapter IV:	Financing Framework and Strategy
Chapter V:	Institutional Arrangements for Plan Implementation
Chapter VI:	Communication Strategy and Feedback
Chapter VII:	Risk Management
Chapter VIII:	Monitoring and Evaluation

2 CHAPTER TWO.

SITUATION ANALYSIS

2.1 Statistical Presentation

2.1.1 Country's Population Trend and Projection

Uganda has a population of population of 45.9 million persons including xxx% females (UBOS Population Census, 2024) with annual growth rate of 2.9%. The national population is projected to be 55.4 million persons by 2030.

2.1.2 Prisoners' Population by June 2024

By 30th June 2024, 95.4% of prisoners' population were male, while 4.6% were females. Additionally, 47.9% of the prison population were still undergoing trial, while 51.3% were convicts as shown in the table below.

Table 2.1 Prisoners population by June 2024

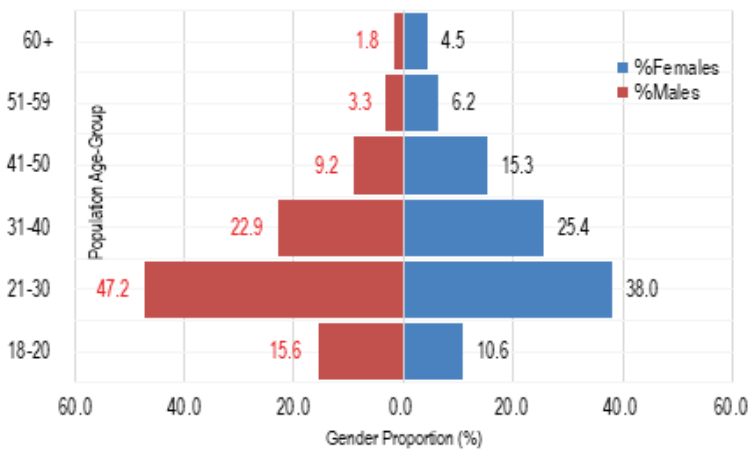
Category	Gender		Total	(%)
	Male	Female		
Convicts	39,115	1,805	40,920	51.3
Remands	36,503	1,719	38,222	47.9
Debtors	439	176	615	0.8
Total	76,057	3,700	79,757	100.0
Percentage (%)	95.4	4.6	100.0	
Holding Capacity			21,126	
Occupancy			377.5	

Table 2.2 Prisoners' population Projection

Financial Year	Convicts	Remands	Debtors	Population
2019/20	31,092	29,765	345	61,202
2020/21	30,346	31,188	80	61,614
2021/22	31,966	35,102	221	67,289
2022/23	37,528	35,799	395	73,722
2023/24	39,903	36,290	531	76,724
2024/25	43,761	38,222	572	82,555
2025/26	47,975	40,239	615	88,829
2026/27	52,577	42,341	662	95,580
2027/28	57,601	44,531	712	102,844
2028/29	63,086	46,809	766	110,661
2029/30	69,071	49,175	824	119,070

2.1.3 Population of prisoners by age groups

Figure 2.1 Prisoners' Population pyramid



The prisoners' population pyramid reflects a broad base pattern characteristic of Uganda's population with a large proportion of the young population. Prisoners in the 21-30 years' age group (youth) constitute the majority of both male and female prisoners in custody with 47.2% and 38.0% respectively. As expected, the proportions, after the 21-30 years' age group, decrease with increasing age.

2.1.4 Crime Rate Vz. Incarceration Rate

Police reports indicate that the crime rate per 100,000 persons has had a downward trend since 2017 reducing from 667 to 501 criminal cases. The figure below shows the trends in crime rates between 2017 and 2024, and incarceration rates during the same period.

Figure 2.2 Crime rate Vs Incarceration rates

From figure 2-2, whereas the crime rate reduced over the period 2017 to 2024 from 667 to 501 per 100,000 persons, the incarceration rate increased from 149 to 167. The opposite trend in crime rate and incarceration rate is explained by difference in measurement parameters. Whereas crime rate is measured on offence committed, incarceration rate is measured using the number of suspects. For example, there may be more than one suspect on a single case/reported crime.

The change in the course of trend between 2017 and 2024 was brought about by industrial actions carried out by the Judiciary and Office of the Director of Public Prosecution staff which affected court activities all over the country.

Generally, the increase in incarceration rate is brought about by high length of stay on remand of 17.5 months for capital offenders and 2.7 months for petty offenders, changing sentencing regime with some inmates sentenced to more than 30 years in prison and ineffective use on non-custodial sentencing mechanisms as well, as alternative dispute resolution mechanisms.

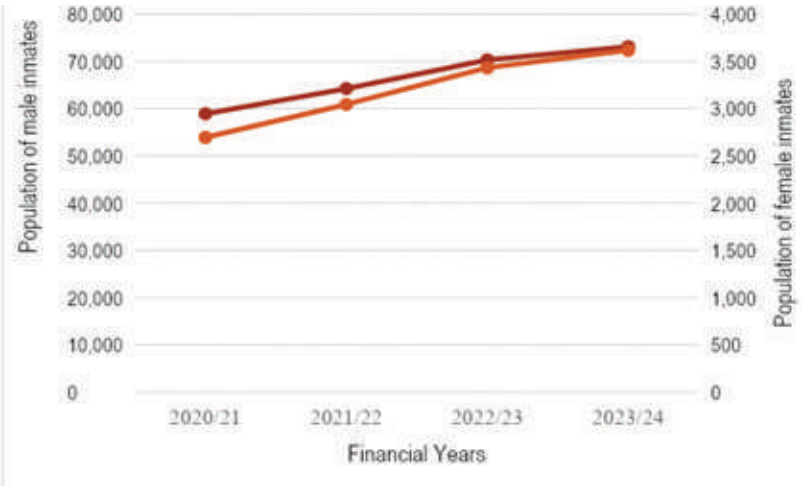
2.2 Performance Highlights during SIP V Implementation

2.2.1 Safety and Security of Prisoners Staff and the Public

2.2.1.1 Prisons Holding Capacity & Congestion

UPS managed 266 (247 male & 19 female) gazetted prisons with a total holding capacity of 21,126 prisoners. In FY2023/24, the prisoner population was 76,724 (73,107 males & 3,617 females) inmates, comprising of 39,903 (52.0%) convicted prisoners, 36,290 (47.3%) remand prisoners and 531 (0.7%) civil debtors. This represents a 24.5% growth in prisoner population from 61,614 in 2020/21 to 76,724 in FY2023/24 as shown in the graph below;

Figure 2.3 Prisoners' Population since FY2020/21



Through construction and renovations of prisoners' wards at Ntungamo, Mutufu, Rukungiri, Lira, Kiruhura, Kamuli, Bamunanika, Mukungwe, Maiha, Ntwetwe and Lwabenge, prisons holding capacity increased by 5.7% (1,140 prisoners or 4,104 square meters) from 19,986 prisoners (71,949.6 square meters) to 21,126 prisoners (76,053.6 square meters).

Construction of 16 prisoners' wards is ongoing at different levels in selected prisons at Isingiro, Ntwetwe, Koboko, Maiha, Kigandalo, Mukungwe, Loro, Amolatar, Yumbe, Masaka, Lukaya, Rukooki and Luzira women. Upon completion, the holding capacity will increase by 1,120 prisoners (4,032 Square meters)

Despite the increase in holding capacity, occupancy/ congestion rates in prisons increased, from 323.1% in June 2021 to 363.2% by June 2024, due to 24.5% (15,110 prisoners) increase in prisoner population to 76,724 prisoners compared to only 5.7% increase in holding capacity. Prisoner population exceeded the available capacity by 55,598 inmates. The table below provides a detailed overview of the congestion and occupancy rates in selected prisons as of June 2024. A number of factors explain the persistent increase in prisons congestion despite the investment in expansion of prisons holding capacity. These include;

a) **High prisoner population growth.** Prisoners' population has on average increased at an annual rate of 8.0% compared to only 5.7% increase in holding capacity.

b) **Change in the Sentencing Regime for Convict Prisoners**. As at June 2024, convicted prisoners serving long term (above 10 years) and indeterminate sentences accounted for 30.1% (12,307) of the total convicts' population.

c) **Delayed access to justice.** The average length of stay on remand for capital offenders was 17.5 months as opposed to 6 months' mandatory remand period.

2.2.1.2 Prisoners' escapes, surveillance systems and fencing

The Uganda Prisons Service (UPS) implemented several measures to enhance the safety and security of prisoners, staff, and the public. In addition to construction and renovation of prisoners' accommodation, other measures included installation of security monitoring systems and erecting fences around prisons.

As a congestion control mechanism and risk of escape mitigation measures, the Service enhanced the security of prisons at Moroto, Arua, Mbale, Soroti, Kaabong, Amita, Kotido, Kibaale, Paliisa, Nyabirongo, Bwera and Bubukwanga through fencing and installation of solar lighting systems at Ntungamo, Paidha, Lotuturu, and Lamwo. Other measures included acquisition of assorted security equipment and tools (handcuffs, hand-held metal detectors, padlocks, baggage scanners, leg shackles, body proof jackets and helmets, undercar search mirrors, arms and their consumables) for all 266 prisons. This is in addition to improvement in the staffing levels and implementation of dynamic security measures to enhance overall prison security.

As a result, the escape rate decreased from 5.9 per 1,000 prisoners in FY2019/20 to 5.3 per 1,000 prisoners in FY2023/24, despite an annual 8.0% growth in the prisoner population.

Custodial management is greatly reliant on human personnel, whose recruitment, welfare and motivation, and retention are constrained by inadequate financial resources. The force multipliers so far installed in UPS are CCTV cameras for security surveillance and installed in only 15 prisons at Prisons headquarters, Luzira Barracks, Kitalya Mini Max, Kigo (W), Upper Prison, Kigo (M), Mbarara (M), Masindi (M), Masindi (W), Jinja (M), Gulu (M), Masaka (M), Masaka (W), Moroto, Mbale (M), Nakasongola (M), Arua (M) and digital radio communication systems currently connected in 48 prison units (18%).

2.2.1.3 Sanitation and hygiene

Whereas access to safe and clean water supply increased from 58.0% to 97% of all 266 prison units, improved sanitation systems (water closet toilets) are in only 214 (80.5%) out of the 266 prisons. There are 52 prisons still using the Night Soil Bucket system of sanitation as shown in the table below;

Table 2.3 Prisons without water closets

Category	Prison Units
Entire Prison	Nakisunga, Koome, Nawanyago, Busede, Buhweju, Imanyiro, Kityerera, Kigandalo, Lotuturu, Kaladima, Aswa I, Aswa II, Loro, Otuke, Kole, Aber, Arocha, Aloi Ongom, Bidi Bidi, Yumbe, Agule, Nyarushanje Prison
Female section	Buvuma, Ntenjeru, Buwama, Kasaali, Lwengo, Kabula, Sembabule, Kakumiro, Kassanda, Hoima, Kiryandongo, Ikulwe, Kaliro, Masafu, Rukungiri
Partial/ Some wards	Wakyato, Upper – Condemn, Luzira (W) – Punishment cells, Ragem, Adjumani, Amita
Unipots	Kasanje, Sanga, Buliisa, Butyaba, Biiso, Apac, Bukwo, Nakapiripirit, Amudat

2.2.1.4 Prisons Health Services

The number of prisons health facilities accredited to receive health packages through the integrated health service system increased from 58 in FY2020/21 to 171 in FY2023/24. These include the Murchison Bay Prisons Referral Hospital (district level), four (4) regional referral facilities (HCIVs) at Mbarara, Gulu, Kitalya Mini Max and Jinja prisons and 52 Health Centre IIIs and 116 Health Centre IIs. In smaller prisons (lock up of less than 50 prisoners) where lower health centers have not been established, dispensaries have been set up, with at least a nurse to provide basic health care.

Construction of a 300 bed capacity staff hospital at Murchison Bay hospital to enhance provision of quality health care to staff is ongoing at Luzira prison complex. Once complete, the hospital will include admission wards, outpatient department, X-Ray services, maternity wards, Administration offices, operating theatres, laboratories and counselling rooms among other services

The health staffing is 1,070 (19.8%) of the 5,408 in the approved structure. Of the 1,070 existing staff, only 244 (4.5%) were recruited by the Health Service Commission while 697 (12.9%) custodial health workers were recruited by UPS, and only assigned to support health services. In partnership with Centers for Disease Control (CDC) and PEPFAR, the Service recruited 129 (2.4%) staff on temporary assignment to enhance HIV/AIDS control, prevention and treatment services in prisons.

In order to increase ART coverage, the Service expanded optimized care and treatment facilities from 35 to 56 ART sites covering a population of approximately 410,274 people (staff, prisoners and the neighboring communities). The expansion has positively impacted on the general health in Uganda Prisons Service leading to reduction of mortality rates amongst prisoners from 3.8/1,000 to 3.3/1,000.

2.2.1.5 Staff Welfare and Housing

Staff housing

UPS adopted a low-cost construction strategy of using in-house capacity of the UPS Engineering Gang and the initiatives by the Officers in Charge, using Force on Account in both cases. This has enabled construction of housing units and improved the staff accommodation status/ living conditions at prison unit level.

Since FY2020/21, 1,577 staff housing units have been constructed, thereby increasing the proportion of staff properly housed (accommodated in permanent houses) from 31.8% to 48.9%. Since FY2016/17, 3,906 staff housing units have been constructed, raising the total stock of permanent staff housing units to 6,922 in different categories.

Despite the progress made, acute staff accommodation deficit still remains a big challenge. Currently, 7,223 staff (51.1%) are not properly housed. They stay in improvised houses, Unipots, Fin mores, canteens & others rent at their own cost.

UPS personnel requirement is directly proportional to the population of prisoners. Therefore, as prisoner population increases, staff accommodation deficit will continue to worsen. **The UPS staff housing status is characterized by;**

(i) Poor sanitation with inadequate and improper sanitation facilities.

(ii) Absence of effective physical planning and layout

(iii) Implementation of different designs/ styles of houses

(iv) The growth rate of housing is not matched with growth in numbers of personnel

(v) Inadequate civil maintenance budget for effective rehabilitation of infrastructure. This is notwithstanding the lack of proper planning for the available resources for civil maintenance

Other Staff Welfare Initiatives

There are several staff welfare initiatives being implemented to improve the living conditions of staff and boost their household incomes. These include the Prisons Savings and Credit Cooperative (Prisons SACCO), whose membership has grown to 12,860 staff with a net worth of shs.10.4bn in assets, a loan portfolio of shs.9.4bn, shares of shs.7.1bn and savings of shs.1.5bn, and the Duty-Free Shop with 2,630 (686 females) beneficiaries since inception in 2011.

Construction of Luzira staff welfare market is still on-going while piggery and poultry projects were established and are in operation at Jinja Remand, Kampala Extra Region, Ntungamo and Kitalya Mini Max prisons benefiting 1,070 staff spouses. During the mid-term review of Strategic Development Plan V, it was noted that most prisons have at least a staff canteen.

The major challenge facing delivery of safety, security services and humane custodial services include;

Inadequate and Inappropriate Physical Infrastructure

a) Most prisons infrastructure is extremely dilapidated, weak, designed and constructed during the precolonial era based on penal ideology with limited or no consideration for human rights of prisoners and inadequate to provide safe, secure and humane custody of high-risk security offenders including violent extremist offenders. The existing physical infrastructure don't meet the security requirements due to the changing profiles of prisoners (nature of prisoners and sentencing regime), and the new ideology of correctional services which require humane-rehabilitation friendly infrastructure.

b) The current prisoners' population of 79,757 (30th June 2024), requires a holding capacity (at 3.6M2 per prisoner) of 287,125.2m2 compared to the available capacity of 76,053.6m2. This implies that the Service currently has a prisoner accommodation deficit of 211.071.6m2. At a projected prisoners' population of 119,070 by the end of FY2029/2030, holding capacity requirement shall be 428,652m2

c) At 377.5% (30th June 2024) occupancy levels, prisons infrastructure is inadequate to promote offender classification and segregation which are prerequisites in the provision of effective offender rehabilitation services. The prisons infrastructure deficit is aggravated by the mismatch in the prisoners' population growth rate and that of the prison infrastructure. Whereas the prisoner population increased by 24.5% (15,110 prisoners), prisons holding capacity increased only 5.7% (1,140 prisoners).

Table 2.4 Congestion and Holding Capacity

Indicator	Baseline (2017/18	2020/21		2021/22		2022/23		2023/24	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual
Congestion level	342%	306.9%	308.3	315.4%	323.1%	327.0%	363.9%	309.5%	363.2%
Prisons holding capacity	19,826	20,426	19,986	21,586	19,986	22,746	20,996	26,366	21,126

d) Inadequate health infrastructure for healthcare delivery system: The Service has one (1) district level hospital (Murchison Bay Prisons Referral Hospital), four (4) regional referral facilities (HCIVs) at Mbarara, Gulu, Kitalya Mini Max and Jinja prisons and 52 Health Centre IIIs and 116 Health Centre IIs and dispensaries in smaller prisons (lock up of less than 50 prisoners) where lower health centers have not been established.

Prison health services serve a population of approximately 405,923 people, including prisoners, staff and their families, and the nearby communities. The absence of health infrastructure in over 200 prisons (73%) places considerable strain on Regional Health Centers and Murchison Bay Hospital due to the high number of referrals. Even the 171 NMS accredited facilities are operating from dilapidated structures, tents and containers while

others ae housed in offices. Because of the unique demographic profile, the Ministry of Health recommended minimum health care package and its support structures of medicines and human resource structure does not apply in the prison environment.

The high disease prevalence observed in prisons units exerts pressure on the meager resources allocated to provide medical services to an otherwise extremely vulnerable population that is experiencing nutritional inadequacies, increased risk of exposure to infectious diseases and restricted health care options. This is highlighted by high TB prevalence which is 10 times the national average and an HIV prevalence that is 3 times the national average. The inherent structural inadequacies further exacerbate the challenges faced by UPS in delivering adequate healthcare to inmates. This has led to an increase in the mortality rates from 3.8/1,000 to the current 4.3/100,000.

The common morbidities and conditions in male prisons are pneumonia, tuberculosis, hepatitis B, anemia, malaria, skin diseases, intestinal obstruction cases, sepsis, liver cirrhosis, malnutrition, hypoglycemia, mental disorders and, depression. Others include, chronic health conditions such as cancer, heart diseases, diabetes etc. diarrhea, brucella, RTIs such as coughs and colds, HIV&AIDS, injuries, trauma, hernia.

e) Inadequate ICT Infrastructure characterized by low adoption of technology. The Prisoners Management Information System (PMIS) is functional in only 3/266 prisons, CCTV surveillance cameras are installed and operational in 15/266 prisons while bio-metric technology operational in only 3/266 prisons. There is low uptake of appropriate data management systems, appropriate software applications, and no policy framework in place for ICT development hence compromising the safety and security of prisons.

f) Inadequate staff accommodation infrastructure. Staff requirement is directly proportional to the population of prisoners. UPS has staff accommodation deficit of 7,223 (51.1%) housing units at current staff to prisoner ratio of 1:7.

2.2.2 Objective 2: Rehabilitation and Reintegration of prisoners

Rehabilitation is entrenched into the daily operations and conduct while in prison and thus every prison at least provides a certain level of rehabilitation services to inmates. However, the level of rehabilitation varies depending on the availability of skilled personnel or instructors, physical infrastructure among others. Provision of rehabilitation services in prisons is done by UPS, NGOs, Faith Based Organizations, government institutions as well as civil society organizations. The rehabilitation programs include formal education, vocational training, Adult Learning and Community Education Program (ALCE), and offender treatment programs among others. These led to reduction in the rate of recidivism/ re-offending from 14.7% in FY2020/21 to 13.4% in FY2023/24

2.2.2.1 Formal Education

Formal education of offenders is conducted in 32 formal education centers (24 primary schools, 6 secondary schools and 2 post-secondary institutions like Makerere University Business School (MUBS) and University of London. The service has six (6) UNEB Centers at Upper and Mbarara (Secondary level); Upper, Mbarara, Mbale and Moroto (Primary level) while the post-secondary education (diploma and degree programs) is offered by correspondence in partnership with Makerere University Business School and University of London. Since FY2020/21, the service has offered formal education to 30,368 inmates. Out of the 773 inmates that sat for UNEB examinations at different levels, 584 inmates completed PLE, and 199 completed UCE and UACE.

2.2.2.2 Vocational Education

Vocational education comprised of carpentry and joinery, tailoring, agriculture, metal work and fabrication, shoe making, masonry (brick laying, construction and concrete practice), handcraft, screen printing, cosmetology and brick making with a combined annual enrollment of 22,000 inmates including 2,152 females in 128 vocational training centers. Since FY2020/21, the Service has provided vocational skills to 148,142 inmates as indicated in the table below;

Table 2.5 Offenders imparted with Vocational skills in the last 5 years

No.	Vocational Trade	No. Trained	No. Trade tested
1	Tailoring	3,887	427
2	Carpentry and joinery	1,897	435
3	Agriculture	48,892	0.0
4	Metal work and fabrication	324	102
5	Shoe making	2,184	264
6	Masonry	9,872	0.0
7	Hand craft	52,896	1,372
8	Screen printing	380	0.0
9	Pottery making and ceramics	314	35
10	Motor mechanics	50	20
11	Cosmetology	9,545	428
12	Brick making	7,583	0.0
13	Soap making	9,324	878
14	Candle making	994	0.0
	Total	**148,142**	**3,961**

Female inmates stiching their own uniform dresses at Luzira Women Prison.

2.2.2.3 Social Rehabilitation Programs

In order to facilitate effective mind-set, change among inmates, UPS is implementing a number of rehabilitation and reintegration programs including life skills training, treatment programs, conflict resolution programs, socializing, religious, music dance and drama, and sports programs among others. Since FY2020/21, inmates including female inmates were facilitated to undertake various rehabilitation services as shown below;

Table 2.6 Inmates undergoing various forms of rehabilitation and treatment

No	Form of Rehabilitation & Reintegration	Male	Female	Total
1	Sexual Offenders Rehabilitation Programs	6,542	-	6,542
2	Life skills training	42,597	4,160	46,757
3	Cognitive Behavioral Therapy	250	57	307
4	Peaceful conflict Resolution Mechanisms	15,572	1,343	16,915
5	Violent extremist prisoners' rehabilitation	155	25	180
6	Alternative to violence training	201	52	253
7	Special rehabilitation programs for elderly and disabled	4,514	175	4,689
8	Mindset change training	350	88	438
	Total	**70,181**	**5,900**	**76,081**

The Service, in partnership with local communities and actors in the Justice Chain, facilitated successful reintegration of inmates into their communities. The Service also ensured regular communication between the prisoners and their relatives in the outside world. This, among others, facilitates effective reintegration of inmates in their communities. 36,221 male inmates and 2,317 female inmates were provided with reintegration services while 6,250 pre-release visits were conducted leading to successful reintegration. A total of 38,538 inmates were successfully reintegrated into their communities and 541 inmates (71 females) were provided with reintegration packages. However, delivery of complete rehabilitation and reintegration services to inmates still remains a challenge due to;

a) **Absence of a Corrections Strategy:**

The absence of a corrections policy and rehabilitation and reintegration model has remained a strategic challenge to UPS. An effective offender rehabilitation and reintegration programme should be guided by well developed, financed and implemented rehabilitation and reintegration models incorporated into the corrections policy. It should detail the treatment services and modules which will systematically address the offending behavior of the inmates. Ultimately, a specific rehabilitation and reintegration programme should spell out the characteristics of a well rehabilitated person whom the Service should be releasing back to the society.

b) **Inadequate rehabilitation infrastructure.**

There are 24 inmate primary schools, 6 inmates' secondary schools and 2 university-affiliated centers, but only Kitalya Mini Maxi has designated classrooms. Most rehabilitation and reintegration programs are in makeshift shelters or spaces which greatly affects the implementation and delivery of services to prisoners

c) **Inadequate staffing for rehabilitation programs.**

The offender rehabilitation and reintegration programs are severely understaffed, with 64 (2.7%) staff out of the approved structure of 2,355 staff, distributed in 47 out of 266 prisons. The increasing number of prisoners is not commensurate with the number of rehabilitation and reintegration staff. The ratio of rehabilitation staff to prisoners is 1:1,243, making delivery of rehabilitation and reintegration services ineffective.

The formal education program has 540 teachers, of which, only 31 (6%) are paid by MoES, 35 (6.5%) are uniformed teachers (UPS), and 426 (79%) are inmate volunteer teachers. Vocational skilling program lacks skilled and qualified instructors and requisite funding and resourcing in almost all vocational training centers.

d) **Limited Partnerships to leverage resources for delivery of rehabilitation programs**

Limited effort to leverage on the opportunities presented by other sectors like Education and the NGO sectors. The Ministry of Education and Sports supports only one (1) inmate secondary school through provision of teachers and capitation grant. The rest of the inmate schools are managed entirely by UPS. Therefore, there is a need to further leverage resources from MOES for infrastructure development, staffing, operations and management of education services. This will free UPS resources to other custodial investments

2.2.3 Objective 3: Contribute to Access to Justice

2.2.3.1 Delivery of prisoners to court

During the SDP V period, UPS invested in acquisition of vehicles to facilitate transportation of prisoners to 269 courts nationwide. A total of 25 vehicles were procured, increasing the total service fleet to 257 vehicles and 58 motorcycles. As a result, a daily average of 1,798 prisoners were produced to court countrywide as and when required.

Despite the increase, the Service fleet is still inadequate and majorly composed of very old vehicles of above 7 years. Currently, only 36.6% of the 202 reception centers are equipped with either a bus or a lorry dedicated to inmate transportation for court appearances. This is notwithstanding the long distances they have to trek on the daily basis while delivering prisoners to courts of law – ***a daily average of 7,474 kilometers.***

Table 2.7: Status of the service fleet by type and age

Type	Below 1 year	1 – 3 years	3 – 5 years	5 - 7 years	Above 7 years	Total
Buses	01	01	01	03	11	17
Mini Buses	00	04	03	07	06	20
Lorries	00	17	13	03	54	87
Pickups	03	19	07	16	41	86
Saloon cars	01	05	00	00	01	07
Station Wagons	02	03	01	05	14	25
Ambulance	01	01	00	01	01	04
Tippers	00	00	00	00	01	01
Semi-trailer	00	00	02	01	00	03
Cesspool	00	00	00	02	00	02
Tricycles	02	00	00	02	00	04
Motor cycles	02	15	16	12	13	58
Water tank	00	01	00	00	00	01
Total	12	66	43	52	142	315

2.2.3.2 Virtual Courts

Over the SDP V period, Video Conferencing Systems (Virtual Courts) were installed in 19 prisons at Upper, Arua (M), Mbarara (M), Lira (M), Soroti (M), Fort Portal (M), Ndorwa (M), Kampala Remand, Murchison Bay, Luzira Women, Kigo Main, Kigo Women, Kitalya Mini-Maxi, Jinja Main, Mbale Main, Gulu Main, Kaweri, Soroti and Masaka, thus easing access to justice by inmates where virtual courts operate. However, it is at the discretion of the respective court to determine whether prisoners are produced virtually or physically.

This implies that UPS cannot control the cost of physically delivering to courts hence the need to manage the two systems of virtual courts and physical delivery of prisoners to court simultaneously. Therefore, investment in transportation, maintenance and repair of vehicles that transport remand prisoners is a key priority in ensuring access to justice as part of the detention management process.

2.2.3.3 Length of Stay on Remand

The proportion of remand prisoners reduced from 50.6% in FY2020/21 to 47.3% in FY2023/24. Likewise, the average length of stay on remand reduced from 19.6 months to 18.7 months for remands on capital offences and from 3.8 months to 2.8 months for petty offenders.

However, whereas the proportion of remand prisoners and length of stay on remand reduced, the absolute population of remand prisoners increased from 33,221 to 38,222 prisoners over the same period, partly due to increase in the prisoner population.

By March 2024, 6,574 petty remands and 2,239 capital remands had surpassed the mandatory period on remand of 2 months without trial and 6 months without being committed to high court respectively, while 4,808 remands committed to High Court for trial had spent 2 or more years without trial. This leads to accumulation of case backlog in the judicial system. Overall, the average length of stay on remand (months) considering all categories of prisoners in different court levels was 10.0 months as shown below;

Table 2.8: Length of stay on remand

Category one	Male	Female	Overall
Pending Minister's Order	128.7		128.7
Committals to High Court	24.3	18.2	24.0
Military Courts	21.0	18.7	21.0
Not Committed to High Court	6.0	5.4	6.0
On hearing in the Lower Court	2.8	2.4	2.7
Overall	10.1	8.1	10.0

2.2.3.4 Misalignment of prisons and courts

The rate of expansion of other criminal justice agencies particularly the Courts of law, is not matched with corresponding investment in prisons. The misalignment of prisons from other Criminal Justice System (CJS) stakeholders constrains the effectiveness of UPS in ensuring inmates access to justice as shown in the table below.

Table 2.9: Misalignment of Prisons & Courts

Court – Prison	Distance (Km)
Zeu – Paidha	45
Rubindi – Mbarara	43
Warr – Paidha	35
Rubirizi – Bushenyi	35
Bukakata - Buwunga	35
Pakwach – Ragem	35
Butoolo – Nsangi	33
Bwizibwera - Mbarara	28
Kiganda – Myanzi	22
Ndeija – Mbarara	20
Kazo – Kiruhura	20
Maddu – Kitwe	12
Nebbi Court – Nebbi	10
Mitooma Court – Mitooma	10
Omoro-Gulu	37
Isingiro -Kikagate	40
Isingiro - Rugaaga	44

The long distances between the courts and prisons imply the following;

a) Walking long distances for staff & prisoners

b) High costs of fuel & vehicle maintenance

c) Delayed production of prisoners to court hence delayed access to justice

d) Difficulty in observance of human rights for both offenders and staff

2.2.4 Objective 4: Prisons Enterprises' Production and Productivity

UPS engages in production (farms and industries) as a revenue mobilization strategy aimed at contributing to food security in the country, and reducing taxpayers' burden of maintaining offenders in custody by becoming

food self-reliant, and contributing to the growth of domestic industry. In line with its assigned mandate, the UPS is engaged in seed multiplication, production and processing to provide affordable seeds to farmers on the market, maize grain production for feeding offenders in custody and furniture production and metal works fabrication in prisons industries for all MDAs.

2.2.4.1 Land Use by Enterprise

UPS operates 71 farms spread all over the country with a total arable area of 79,952 acres. In FY 2022/23 the Service, received 33,359 acres of land in Aswa (30,000 acres), Aloi Ongom (700 acres), Kumi (59 acres), Odina (900 acres) and Awei (1,700 acres) from MAAIF to undertake the national food and animal feeds security intervention to mitigate food insecurity and the threat of hunger in the country. Out of the total acreage of 79,952 acres, UPS is currently using 28.37% (22,678 acres) for crop and animal husbandry.

2.2.4.2 Prisons farms production and productivity

Maize Grain

Whereas the national maize grain productivity standard is 3,500 kgs per acre, UPS produced at an average of 828kgs per acre in the 4 years of SDP V – 24% of the national standard. UPS produced 33,555MT (33,555,000 Kgs) of maize grain, enough to contribute 44% to prisoners' maize feeding requirement

Table 2.10: Maize Grain production over the period

Financial Year	Acres	Target yield/ acre (Kgs)	Yield/ acre (Kgs)	Target Annual Output (MT)	Actual Annual Output (MT)	% Contribution to Prisoners' Maize Grain feeding requirement	NTR Generated (UGX)
2020/21	9,577	2,500	909	23,943	8,705	51.75%	15,668,820,000
2021/22	9,894	2,500	758	24,735	7,504	40.85%	13,507,740,000
2022/23	9,856	2,500	689	24,640	6,794	33.76%	12,229,380,000
2023/24	11,216	2,500	941	28,040	10,552	50.37%	18,992,710,800
Total (4yrs)	40,543	2,500	828	101,358	33,555	44.00%	60,398,650,800

Source: UPS Annual Statistical Reports and The UPS SDP V and associated M&E Data

Maize Seed Production:

Whereas the national maize seed productivity standard for is 1,350kgs per acre, UPS produced an average of 950kgs per acre in the 4 years - 70.82% of the national standard. UPS produced 5,357.751MT (5,357,751Kgs) and contributed 9.34% of the total national certified seed production of 14,341,000kgs in 20191 as shown in the table below.

Table 2.11: Maize Seed production over the period

Financial Year	Acreage	Target Annual Output (kg)	Actual Output (kg)	Target Yield/ acre (Kgs)	Actual Yield/acre (Kgs)	NTR Generated (UGX)
2020/21	1,287	1,737,450	1,303,544	1,350	1,013	6,517,720,000
2021/22	1,334	1,800,900	1,212,849	1,350	909	6,064,245,000
2022/23	1,214	1,638,900	1,051,098	1,350	866	5,255,490,000
2023/24	1,769	2,388,150	1,790,260	1,350	1,012	8,951,300,000
Total	5,604	6,345,000	5,357,751	4,050	956	26,788,755,000
Annual Average	**1,401**	**1,891,350**	**1,339,438**	**1,350**	**950**	**6,697,188,750**

Source: UPS Annual Statistical Reports and The UPS SDP V and associated M&E Data

1 Longley, C, S. Ferris, A. O'Connor, M. Maina, J.C. Rubyogo and N. Templer. 2021. Uganda seed sector profile. A Feed the Future Global Supporting Seed Systems for Development activity (S34D) report,

Cotton Production:

Whereas the national cotton productivity standard is 1,000 kgs per acre, UPS produced an average of 288.786kgs per acre in the 4 years - 28.85% of the national standard. UPS farms produced 11,970.5 bales (5,985,262Kgs) of cotton to support the growth of the local textile industries as shown in the table below;

Table 2.12: Cotton production over the 4 years

Financial Year	Acreage	Target Annual Output (kgs)	Actual Output (kgs)	Target Yield/ acre (Kgs)	Actual Yield/acre (Kgs)	NTR Generated (UGX)
2020/21	4,893	4,893,000	1,250,867	1,000	255.644	1,876,300,500
2021/22	5,169	5,169,000	1,875,086	1,000	362.756	4,811,185,500
2022/23	5,145	5,145,000	1,481,704	1,000	287.989	3,162,950,600
2023/24	5,538	5,538,000	1,377,605	1000	248.755	2,755,210,000
Total	**20,745**	**20,745,000**	**5,985,262**	**4,000**	**1,155**	**12,605,646,600**

Source: UPS Annual Statistical Reports and The UPS SDP V and associated M&E Data

In order to increase land utilization, production and productivity on all production enterprises, the Service undertook the following;

i) Installed a mini seed treatment plant at Rwimi prisons farm for facilitate cost effective seed treatment and processing

ii) Installation of two silo storage facilities of 3,000MT storage capacity each is ongoing at Lugore and Ruimi prisons farms

iii) Increased stock of tractors to 82 with the requirement tractor implements and accessories.

iv) Enhanced the capacity of staff (OCs and farm managers) through training on agricultural production enhancement techniques.

v) Maintenance of assorted farm equipment and machinery that included 82 tractors, 1 bulldozer, 1 Combine Harvester and other assorted farm machinery in 26 prisons farms.

Livestock at Lugome Prison farm

Prisons Industries

UPS runs five (5) main types of industries. These include tailoring and printing, carpentry and joinery, metal works and fabrication, art and crafts, and soap making and cosmetology. The "Revitalization of prisons industries" project is ongoing and is aimed at building the capacity of prisons industries to enhance production through expansion of the production workshops and acquisition of machinery and equipment for the carpentry and tailoring workshops.

Under the Revitalization of Prisons Industries project, the Service constructed and equipped carpentry and tailoring workshops at Upper and Kitalya prisons respectively. However, not much investment has been directed to the upgrade and expansion of the workshops in other prisons. The Service operates 9 carpentry and joinery workshops at Upper, Murchison Bay, Jinja, Mbale, Soroti, Fort Portal, Masindi and Tororo. However, only Upper and Murchison Bay operate on a commercial basis. The rest of the other carpentry workshops in the regions operate on a very small scale and are under-capitalized. The workshops have old and outdated machines some of which are non-functional except the new workshop at Upper prison. Six (6) workshops (Jinja, Mbale, Soroti, Fort Portal, Masindi and Tororo) are in a partial state of abandonment

The tailoring / garment Industrial workshops are functional in Luzira Upper, Kitalya Mini Max Prison, Masindi and Luzira Women Prison. They produce all uniforms for prisons officers and inmates. The other tailoring workshops in other prison units have only one or two tailoring machines for mending prisoners' uniforms. The tailoring workshop at Kitalya Mini-Maxi Prison is equipped with top range and high-volume Industrial machines, such as the CNC - garment cutting machine and has the capacity to produce over 510,000 uniforms per month.

Marketing and distribution of Prisons Products:

UPS has a showroom in Kampala and different sales outlets at regional level. The marketing systems rely heavily on UPS administrative structure, with limited interface with the farming community. However, there are notable gaps in coordination between production and product promotion and distribution affect production-market matching, market analysis and aligned distribution client segmentation.

HE The President inspecting the Ug.Prisons stall during the inagural 2024 Kampala Defence and Security Expo.

Mr. Robert Munanura, Assistant Commissioner General of Prisons inspecting the Ug.Prisons show room.

Female inmates at Luzira women prisons undergoing training in soap making.

Wooden Office Coat Hungers done by inmates

Non -Tax Revenue Generation

In an effort to reduce taxpayers' burden of looking after offenders in custody, UPS generated Ushs.118.52 in Non-Tax Revenue from the farms production and industries over the 4 years, equivalent to 7.427% of the total budget allocated to UPS during the SDP V period.

Table 2.13: Non-Tax Revenue (in bn shillings) over the 4 years

Prisons Enterprise	FY2020/21	FY2021/22	FY2022/23	FY2023/24	Total
Maize Grain Production	15.669	13.508	15.229	18.993	63.399
Maize Seed Production	6.518	6.208	6.256	8.951	27.933
Cotton Production	1.876	4.811	3.163	2.755	12.605
Sunflower Production	0.462	0.593	1.417	1.575	4.047
Soya bean Production	0.019	0.565	0.893	0.941	2.418
Prisons Industries	1.736	1.744	2.187	2.451	8.118
Total	**26.280**	**27.429**	**29.145**	**35.666**	**118.520**

The major challenges undermining viability and profitability of UPS Enterprises were identified as;

a) Inadequate mechanization of prisons farms. The absence of requisite farm machinery and equipment for large scale production and complete mechanization of maize grain, maize seed and cotton production has hampered land utilization and optimization for agriculture

b) Inadequate and incomplete mechanization of the prisons industries production processes.

c) High post-harvest losses on prisons farms estimated at 30% of the yield, due to the limited infrastructure for harvesting, drying, bulk storage, processing and inadequate transport facilities or arrangements.

d) Absence of Irrigation Infrastructure: Agricultural production is dependent on rainfall patterns. Amidst unreliable rainfall patterns, severe and prolonged drought in some parts of the country, production and productivity is severely affected. This further creates a challenge of unsynchronized maize seed production and seasonal planting.

e) Lack of specialization in product definition by prisons industries. Production and productivity have also been suppressed by misaligned production processes and the absence of production and productivity models for prisons farms and industries

f) Misaligned production processes and the absence of business plans for all prisons production enterprises to guide integration of commercial and business process. The products are not defined to guide business processes, determine product lines to harness production efficiencies, and enhance innovations

g) Missed market opportunities for industries. The marketing and distribution of prisons products are not streamlined. The coordination between seed production and marketing and distribution is not very effective, occasioning significant losses. The notable gaps in coordination between production and product promotion and distribution affect production-market matching, market analysis and aligned distribution client segmentation.

h) Non-Separation of offender Rehabilitation and Reintegration services from commercial production.

2.2.5 Objective 5: Policy and legal framework, professionalism and management accountability

2.2.5.1 Staff Strength

UPS staff strength increased by 1,272 (9.9%) from 12,873 staff in 2020/21 to 14,145 staff in 2023/24 as a result of recruitment of new staff of various ranks and qualifications as shown in table below. The UPS operates at 28.6% of the approved staff establishment.

Table 2.14: Staff Strength

Staff Category	FY2020/21			FY2023/24		
	Male	Female	Total	Male	Females	Total
Uniformed						
Senior Officers	294	67	361	518	116	634
Principal Officers	419	110	529	656	166	822
NCOs	6,628	2,749	9,377	8,447	3,739	12,186
Sub Total	7,341	2,926	10,267	9,621	4,021	13,642
Non-Uniformed						
Senior Officers	74	43	117	107	84	191
Junior Officers	176	177	353	159	153	312
Sub Total	250	220	470	266	237	503
Trainees at PATS	1,556	580	2,136	-	-	-
Total	**9,147**	**3,726**	**12,873**	**9,887**	**4,258**	**14,145**

By the end of Financial Year 2023/2024, the Service had 13,642 uniformed staff including 4,021 females, majority (40.2%) of whom were in the middle age (31- 40 years) bracket. These include 13,642 uniformed officers and 503 non-uniformed officers. However, staff to prisoner ratio worsened from 1:5 to 1:7 due to 21% increase in prisoner population and staff attrition of 1,216 staff, leading to overworking of staff and creating a risk of ineffective service delivery.

2.2.5.2 Staff Attrition

Over the SDP V period, the service recruited a total of 6,059 staff and lost 1,216 staff due to desertion / abscondment (43.3%), retirement (30.4%), death (12%) and discharge (9.3%) as shown in the table below.

Table 2.15: Staff Attrition

Mode of Attrition	2020/21	2021/22	2022/23	2023/24	Total	(%)
Deserted/Absconded	104	130	122	171	527	43.3
Retired	96	71	109	94	370	30.4
Deceased	37	37	39	38	151	12.4
Discharged	27	32	23	31	113	9.3
Contract Expired	2	13	4	4	23	1.9
Transferred service	4	9	3	1	17	1.4
Appointment Rescinded			4	7	11	0.9
Dismissed	1	2		1	4	0.3
TOTAL	**271**	**294**	**304**	**347**	**1,216**	**100.0**

2.2.5.3 Staff Recruitment and Promotions

The Service recruited 6,376 staff and promoted 7,307 staff in various ranks and categories as shown in the table below;

Table 2.16: Staff recruitment and promotions

Category	2020/21	2021/22	2022/23	Total
A. Recruitment				
Recruit Warders	1,735	2,018	1,899	5,652
CASP	00	97	200	297
CPO	00	00	318	318
Non-Uniformed Staff	18	47	44	109
Total	**1,753**	**2,162**	**2,461**	**6,376**
B. Promotions				
Assistant Commissioner General of Prisons			5	5
Senior Commissioner of Prisons			4	4
Commissioner of Prisons		24	13	37
Assistant Commissioner of Prisons		2	11	13
Senior Superintendent of Prisons		11	20	31
Superintendent of Prisons		38	42	80
Senior Assistant Superintendent of Prisons			41	41
Assistant Superintendent of Prisons		5	7	12
Principal Officer I		106	151	257
Principal Officer II		13	32	45
Chief Warders/Wardresses I		198	92	290
Chief Warders/Wardresses II		194	198	392
Chief Warders/Wardresses III		325	400	725
Sergeant Warder/Wardress		963	800	1,763
Corporal Warder/Wardress		956	1,640	2,596
Lance Corporal			1,016	1,016
Total		**2,835**	**4,472**	**7,307**

The capacity of the Prisons Academy and Training School to offer strategic studies is low. The school and its programs, is not accredited by the National Council of Higher Education (NCHE), no quality assurance mechanisms, has inadequate infrastructure and no sound school institutional policies

2.2.5.4 ICT Development

Custodial management is greatly reliant on human personnel, whose strengths and welfare are constrained by inadequate financial resources. ICT as major force multiplier that can mitigate the challenge of inadequate staff strength, has been adopted in prisons operations. The force multipliers so far installed are CCTV cameras for security surveillance in 15 stations at Prisons Headquarters, Upper, Kigo (M) & (W), Mbarara (M), Masindi (M) and (W), Jinja (M), Gulu (M) and (W), Mbale (M) and (W), Lira (M) and (W) and Kitalya Mini Maxi, and digital radio communication systems currently connected in 48 prison units (18%).

Internet and ICT network connectivity has been extended to Luzira, Jinja, Kigo, Kitalya prisons complexes, covering 15 stations at Upper, Kampala Remand, Training School, Murchison Bay, Luzira Women, KER RPC's Office, Kigo (M), Kigo (W), Kitalya Mini – Maxi, Kitalya Farm, Jinja (M), Jinja (W) Jinja Remand, Moroto and Masindi

At least 29% prison units have a computer while 7.5% of the prison units have both a computer and a printer and are able to share information electronically. The official mailing system, intranet has been configured for 500

users at only Prisons Headquarters. The coverage of Human Resource Management Information system is at only Prisons Headquarters while the Prisons management Information System is being piloted in 3 prisons at Luzira Upper, Murchison Bay and Luzira Women. The Health Management Information System (DHIS2) is functional in all facilities, in partnership with Ministry of Health, using a public network.

Inmates undergoing computer training at Kitalya Mini Max Prison

The digitalization journey is still nascent and characterized by use of manual systems with 78 Prisons Forms and 40 Prisons Books in data transmission from prisons through the regions to headquarters and limited automation of business processes. Systematic application of ICT and digitization of management system has been slow, which undermines efficiency of custodial services delivery.

Whereas the ICT systems and service needs have been identified, UPS has not developed a strategy detailing requirements for establishing ICT platforms. There is no policy and strategy to provide directions for the establishment of the various ICT platforms, system integration and networking, including their functionality and sustainability. The capacity for UPS to establish ICT platforms and automate custodial service is still limited. The table below shows the status of performance of the planned systems during the SDP V

Table 2.17: Planned digitization interventions under SDP V

Intervention	Progress /Performance at MTR
Digitalization of custodial information management systems	
Prisoners Management Information System (PMIS)	The PMIS is being piloted in 3 prisons of Upper, Murchison Bay, Luzira Women. In the three pilot stations, the PMIS is working despite the challenge of slowness of the system. 100 staff were trained how to use the PMIS in the 3 pilot stations.
Human Resource Management Information System (HRMI)	The HRMIS is only operational at the Prisons Headquarters. The digitalization of HRMIS in 266 prison units has not yet been achieved.

Intervention	Progress /Performance at MTR
Health Management Information System	The Health Management Information System (DHIS2) is already developed and functional under Ministry of Health. Therefore, there is no need for a custodial specific information system. UPS should leverage on DHIS 2 under MOH
Install CCTV Systems in 14 Prisons	CCTV systems installed at Prisons Headquarters, Upper Prison, Kigo (M) & (W) prisons, Mbarara (M) prison, Masindi (M) and (W) prisons, Jinja (M) prison, Gulu (M) and (W) prisons, Mbale (M) and (W) prisons, Lira (M) and (W), and Kitalya Mini – Maxi prisons
Complete overhaul of the prisons communication system	High frequency radio communication systems were installed in 48 prisons & 10 vehicles
Operationalizing a data center at Luzira	Partially operational (Prisons with access to internet and connecting to the central system include, Luzira Complex, Jinja complex, Kitalya complex, Kigo complex and Prisons Headquarters).
Hard ware acquisition including Virtual Private Network	Hardware for leased lines for Network extension to Luzira Complex, Kitalya Complex, Jinja Complex, and Kigo were acquired. However, the Virtual Private Network is not yet established
Establishment of a Security Command Center at Prisons Headquarters	Established a Central Security Command Centre for Digital Radio Communication Systems and Security Surveillance Camera System

2.2.5.5 Rationalization

During the mid-term review of Strategic Development Plan V, it was established that, there were 63 prison units with holding capacity ≥10≤20, with a combined holding capacity of 916 prisoners, against a population of 4,276 prisoners. At 2,000, the holding capacity of Kitalya Min-Max prison is more than twice the combined holding capacity of the 63 prison units (with individual holding capacity of ≥10≤20). The holding capacity of Kitalya Min-Max is almost twice that of 80 prison units (individual holding capacity of ≤20) with aggregate holding capacity of 1,026 inmates.

This could therefore imply that managing prison units with small holding capacity may not be efficient, given the personnel, security and infrastructure requirements. The unit cost of custodial service delivery is likely to be higher compared to the ones with high holding capacity. The many small holding capacity prisons also present challenges of ensuring access to rehabilitation and re-integration services, provision of health care services, as well as meeting the human rights standards. It may also present challenges of ensuring access to justice, given the constrained resource environment.

2.3 State of Cross Cutting Issues

2.3.1 Gender and Equity:

There are various categories of prisoners with different vulnerabilities in the prisons system that require special consideration in order to improve their wellbeing. These include female prisoners, pregnant and breast-feeding mothers, Prisoners Living with Disabilities (PWDs) babies staying with their mothers in prison, elderly prisoners, and young offenders among other categories.

Table 2.18: Special interest groups of prisoners

Category	Population by June 2024
Female prisoners	3,552
Pregnant mothers	67
Babies staying with mothers in prisoners	293
Prisoners living with disabilities	323
Elderly prisoners (60+ years)	1,492
Young prisoners (18 - 20 years)	**11,885**

The children stay with their mothers up to 18 months after which, they are taken back to the community through their relatives or to baby's homes.

The prisoners living with disability include twelve (12) female prisoners and 305 convicted prisoners. 48.9% of the prisoners living with disability have difficulty in walking as shown in the table below;

Newly constructed female ward at Kamuli Prison

Table 20-30: Nature of disability among prisoners

Nature of disability	Convicts			Remands			Debtors			Total	%
	Male	Female	Total	Male	Female	Total	Male	Female	Total		
Difficulty in Walking/ Climbing Steps	103	3	106	46	2	48	1		1	155	48.9
Difficulty in Seeing	31		31	14		14			-	45	14.2
Difficulty in touching/ handling	22		22	15		15			-	37	11.7
Mental Disorder	7		7	8		8			-	15	4.7
Difficulty in Hearing	7		7	4	1	5			-	12	3.8
Multiple Difficulties	6	1	7	1		1			-	8	2.5
Difficulty in talking				3		3				3	0.9
Other forms of disability	22	5	27	15		15			-	42	13.2
Total	**198**	**9**	**207**	**106**	**3**	**109**	**1**	**-**	**1**	**317**	**100.0**

Separation of female Inmates:

During the SDP IV period, the Service has made efforts to separate female and male prisoners as stipulated in the Prisons Act, 2006 and the Prisons Standing Orders. The Service has established 19 dedicated female stations for custody of female inmates.

Children staying with their mothers in prison:

Children are allowed to be with their mothers up to the age of 18 months. During the SDP IV period, the Service provided special diet to a daily average of 293 babies and breast-feeding mothers and other facilities and materials required for children development and welfare. Day care centers were established in Luzira Complex, Arua, Mbarara and Gulu prisons to facilitate children's cognitive development

1. **Reproductive health rights:** UPS provides maternity facilities for expecting mothers (both female staff and prisoners) plus 100% provision of sanitary towels to all female inmates.
2. **Infrastructure:** All new UPS buildings conform to the standards that facilitate easy access by the Prisoners Living with Disabilities (PWDs).
3. **Human Rights:** The major components of the UPS mandate include human rights observance and human custody as derived from the Uganda Bill of Rights. These include;

   i) **Health:** All inmates are entitled to health care. Health care in UPS is provided through the Prisons health facilities. Where required, referral is made either to public hospitals or Murchison Bay Prisons referral hospital.

   ii) **Feeding, Clothing and other basic necessities:** All inmates were provided 3 meals a day and appropriate clothing and shelter. However, the provision of basic necessities is constrained by budgetary shortfalls due to increased demand arising from high prisoner population growth rate.

   iii) **Access to justice:** The proportion of remand prisoners reduced from 50.6% in FY2020/21 to 47.3% in FY2023/24 and the average length of stay on remand reduced from 19.6 months to 17.5 months for remands on capital offences and from 3.8 months to 2.7 months for petty offenders. UPS enhanced mechanisms for prisoners (remand and convicted) access to justice through installation of virtual courts in 19 prisons and acquisition of transport equipment for production of a daily average of 1,798 prisoners to court countrywide as and when required.

   iv) **Zero Torrance policy on torture:** Freedom from all forms of torture is a fundamental human right as enshrined in the Uganda Bill of Rights and the Anti-Torture Act. The UPS recognizes that all inmates

should treated in a humane manner and free from torture. Individuals are held accountable.

v) **Human Rights Committees and Visiting Justices.** The UPS has established and maintained functional prisoners and staff human rights committees in all the 266 prisons and gazette 23 Visiting Justices to ensure observance and protection of all aspects of human rights within the prison. The Service also established the Division of Human Rights under Inspectorate and Quality Assurance Department to oversee all Human rights related issues in Prisons as well as increasing human rights awareness among staff and prisoners

2.3.2 HIV & AIDS Management

The HIV prevalence rate is at 15.0% and 12.0% among prisoners and staff respectively. The national HIV prevalence rate is at 5.2/100,000 persons. The prevalence is higher amongst females compared to their male counterparts ***– 14% and 23.9% among male and female prisoners respectively while it is 10.5% and 14.5% among male and female staff respectively***. The service provides an annual average of 583 staff and their families living with HIV with drugs for opportunistic infections and nutritional support. The need to enhance HIV prevention, treatment and care services to inmates and staff, and consolidate the prisons referral system, must be emphasized

Nurses attending to female inmates at Luzira Womens Prison

2.3.3 Environmental protection/ climate change:

UPS depends heavily on fire wood as a source of energy for preparation of prisoners' food. With the increasing prisoner population, the demand for wood fuel is also increasing leading to increased deforestation with its associated negative effects of desertification, climate change, loss of flora and fauna as well as loss of livelihoods for some communities. Currently, the Service has over 1,227 acres of forest and energy cooking stoves have been constructed in 59/266 prisons in order to minimize firewood consumption.

2.4 Certificate of Compliance

The Public Finance and Management Act (PFMA) 2015, Section 13 (7) obliges the National Planning Authority to issue a Certificate of Compliance (CoC) each financial year to ensure that the National Budget, comprising the Sector, MDA and Local Government (LG) budgets focus on implementation of the National Development Plans (NDPs).

Since FY2020/21, the compliance of UPS interventions to addressing the NDP priorities, planning and budget implementation is as reflected in the table below;

Table 2.19: Certificate of Compliance assessment results

Summary of Performance	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Existence of MDA strategic plan	100	100	100	100	100
MDA Resource Allocation	88	96	100	82	100
MDA Results Level Assessment (Outputs)	78.4	79.5	40.7	44	42.2
NDPIII - MDA Projects Implementation	46.7	65.0	100	65	100
Overall MDA Level Performance	73.9	82.1	82.2	67.3	82.7

The key emerging issues from compliance assessment include;

a) The need for all MDAs to develop service delivery standards and entrench them performance management at various levels of service delivery.

2.5 Financial performance

Whereas the budget requirement to implement the interventions of the fifth development plan (by June 2024) was shs.1,304.91billion, only shs.851.022 billion (65.2%) was allocated. The development plan therefore, was under funded by shs.453.888billion (34.8%).

Of the total approved budget of shs.851.022 billion, only shs.743.464 billion (87.4%) was released, leaving a deficit of shs.107.558 (12.6%). The wage release was at 86% of the total approved wage budget, non-wage released was at 88.6% of the total non-wage budget while the release for development was at 84.9%. There were cases where the released budget for both recurrent and development expenditures exceeded the approved budget, as a result of the supplementary funding as shown in the tables below;

Table 2.20: SDP Budget Vz. Budget Releases

Category	Amount in Billions															
	SDP Budget	FY2020/21			FY2021/22			FY2022/23			FY2023/24			Total		
		Approved Budget	Released	%ge Released	Approved Budget	Released	%ge Released	Approved Budget	Released	%ge Released	Approved Budget	Released	%ge Released	Approved Budget	Released	%ge Released
Wage	426.2	80.8	80.8	1.0	81.1	91.8	1.1	95.6	101.6	1.1	101.6	105.3	1.0	359.1	379.4	106%
Non-Wage	1262.9	146.7	154.9	1.1	156.4	171.5	1.1	186.7	189.1	1.0	193.9	276.5	1.4	683.7	792.1	116%
Dev't	1196.5	37.3	34.4	0.9	40.0	43.2	1.1	26.4	26.4	1.0	27.4	27.4	1.0	131.0	131.4	100%
Arrears	0.0	25.1	40.6	1.6	10.1	10.0	1.0	23.0	23.0	1.0	9.7	9.7	1.0	67.9	83.3	123%
Total	**2,885.6**	**289.9**	**310.8**	**1.1**	**287.6**	**316.5**	**1.1**	**331.7**	**340.1**	**1.0**	**332.6**	**418.9**	**1.3**	**1241.8**	**1,386.2**	**112%**

Table 2-0-33: Budget Releases Vz. Budget Expenditure

Category	Amount in Billions														
	FY2020/21			FY2021/22			FY2022/23			FY2023/24			Total		
	Released	Spent	%ge of releases spent	Released	Spent	%ge of releases spent	Released	Spent	%ge of releases spent	Released	Spent	%ge of releases spent	Released	Spent	%ge of releases spent
Wage	80.8	76.7	95%	91.8	88.3	96%	101.6	97.9	96%	105.3	105.3	100%	379.4	368.3	97%
Non- Wage	154.9	154.6	100%	171.5	170.9	100%	189.1	186.1	98%	276.5	276.5	100%	792.1	788.1	99%
Dev't	34.4	34.4	100%	43.2	43.1	100%	26.4	26.6	101%	27.4	27.3	99.6%	131.4	131.4	100%
Arrears	40.6	40.6	100%	10.0	10.0	100%	23.0	22.9	100%	9.7	9.7	100.0%	83.3	83.2	100%
Budget	**310.8**	**306.4**	**99%**	**316.5**	**312.3**	**99%**	**340.1**	**333.6**	**98%**	**418.9**	**418.8**	**100.0%**	**1,386.2**	**1,371**	**99%**

2.6 SWOT Analysis

For the achievement of the development objective of transforming every prisoner into a productive and law-abiding citizen, UPS will have to leverage several strengths and opportunities available to it as well as taking steps to eliminate weakness and mitigate threats that may curtail progress as reflected in table 2 - 23

Table 2.21: SWOT Analysis of UPS development journey

Strengths

1. Skilled and professional staff totaling to 14,125 with organizational and command structure and management systems, for safe, secure and humane delivery of custodial services
2. Employment of dynamic security in prisoners' administration; Rule 75 of the Uganda Prisons Service Regulations of 2012
3. Infrastructure with holding capacity of 21,126 prisoners spread in 266 prison units, for provision of safe, secure, and humane custodial services
4. Availability of health care services in 171 accredited health centers in prison units, which facilitate access to health care by inmates, staff and surrounding communities as part of their human rights
5. Ability to generate food for prisoners and staff from prisons farms
6. Presence of admission and discharge boards in all prisons
7. Basic infrastructure for rehabilitation available in most prisons
8. Availability of a fleet and logistics supporting various key activities such as the delivery of prisoners to courts
9. Existing framework for delivery of prisoners to court as well as sentence management
10. Adoption of virtual courts for prisoners operating court
11. Wide coverage of prisons underscored by UPS presence in 119 districts
12. Land for farm production totaling to 79,952 acres
13. Availability of prisoners' labour at a cost-effective rate provided by inmates, to enhance farm acreage, productivity and competitiveness
14. Generation of Non-Tax Revenue in the different areas of production of the service
15. Constitutional and legal framework which provides the mandate for delivery of custodial services

Weaknesses

1. High staff attrition that aggravates the already unfavorable staff to prisoner ratio
2. Inadequate holding capacity of 0.9m2 against the standard of 3.6m2
3. Inadequate staff accommodation where 7,223 staff (51.1%) were not properly housed at the end of FY 2022/23
4. Absence of a legal and policy framework to facilitate and guide delivery of correctional services
5. Absence of a rehabilitation model to guide the delivery of rehabilitation and reintegration services.
6. Inadequate and old transport equipment
7. Lack of farm production and industries business plans
8. Lack of a Human Resource Development Plan to define the staff training needs, job profiles, staffing requirements, and training school courses.

9. Low levels of digitization and integration of ICT in UPS business process.
10. Weak performance management systems, with no performance targets set to hold duty bearers accountable for service delivery
11. Inadequate partnerships with other stakeholders that can help support various initiatives
12. Weak estates management and administration
13. Inadequate prisons health care system
14. Inadequate production systems of Prisons enterprises

Opportunities

1. Efforts by JLOS stakeholders aiming towards completion of the chain of justice to accelerate access to justice and contribute to the decongestion of prisons.
2. Political support for UPS initiatives from HE the President through directives and guidance
3. Existing strategic partnerships with other JLOS institutions, MDAs, regional and international bodies and institutions of higher learning, which UPS can leverage to mobilize additional resources
4. Stable political environment which facilitates UPS to undertake its custodial and production activities
5. The technological advancement in the country provides an opportunity for UPS to adopt force multipliers and provide an opportunity for UPS to apply ICT platforms for offender monitoring and tracking and improved communication and management of custodial services
6. Availability of several platforms such as trade shows on which to market UPS enterprises products

Threats

1. The high rate of prisoner population growth rate that exerts more pressure on the available UPS resources and infrastructure.
2. Delays in administration of justice which greatly contributes to congestion in prison units and unrests.
3. Climate change which negatively impacts farm production and productivity.
4. Emerging and prevailing security threats such as terrorism, violent extremism, and cyber-attacks that require special custodial management and rehabilitation mechanisms.
5. Changing profiles of inmates and sentencing regimes, which has culminated into longer sentences, requiring UPS to prepare for elderly inmates, associated medical demands and increased custodial expenditure
6. Outbreaks of epidemic diseases such as cholera, dysentery. These outbreaks in the prison affect the operations of prisons.
7. Urbanization increases security breaches around prison establishments located in urban areas

2.8 Stakeholder Analysis

To effectively fulfil its core mandates, UPS will leverage synergies to comprehensively implement the development plan. This requires establishing inter-sectoral linkages with key areas including Agro-industrialization, Human Capital Development, Manufacturing, Development Partners, the Public Sector, Civil Society, the Private Sector, and other Governance & Security institutions, particularly the Criminal Justice Agencies. The specific roles of each stakeholder in supporting the implementation of UPS interventions are detailed in the table below:

Table 2.22: Key Stakeholders/institution, their key roles/ responsibilities and the UPS Responsible Officers

Stakeholder	Key roles & Responsibilities	Responsible Officers
Ministry of Agriculture Animal Husbandry and Fisheries	a) Improve access to high quality animal breeds, seeds and planting materials. b) Enhance access to quality fertilizers c) Increase access to water for agricultural production (Irrigation), d) Increased seed marketing and absorption e) Promote investment in storage infrastructures to reduce post-harvest losses. f) Oversight and quality control in farm processes	CP/Farms
Ministry of Education and Sports	a) Support Uganda Prisons to provide formal education to prisoners and staff children at all levels. b) Rehabilitation, expansion and equipping prisons facilities at primary, secondary and post-secondary levels. c) Establish mechanisms for effective training and trade testing of prisoners and staff children d) Sports and talent development in Uganda Prisons	CP/Educ.
Ministry of Trade Industry & Cooperatives	a) Offer technical support in setting up industry workshops b) Assist UPS in setting up standards for its industrial products.	CP/Ind. & CP/E&E
Ministry of Health	a) Inclusion of UPS into the National Health Plan and systems b) Technical guidance to support recruitment of prisons health workers c) Provision of the essential health package including essential clinical care according to the evolving health care needs of the prison's population. d) Support implementation of primary health care in prisons communities. e) Support incident preparedness and response in all prison's communities.	CP/Health Services
Ministry of Water and Environment	a) Support for solid waste management and treatment in prisons b) Support provision of water for production initiatives c) Construct, operate and maintain appropriate prisons community safe water supply systems focusing on prisons in rural areas. d) Support afforestation interventions through provision of land for commercial afforestation and seedlings	CP/E&E & CP/ Farms

Stakeholder	Key roles & Responsibilities	Responsible Officers
Ministry of Local Gov't	a) Coordinate with local government in all security matters through the District Security Committees b) Coordinate the provision of FAL services in prisons by Community Development Officers c) Facilitate effective management of Prisons land through the respective District Land Boards (new acquisition and other matters)	CP/GAWS & CP E&E
Ministry of Defense and Veteran Affairs	a) Harmonize the intra-sectoral and multi-agency coordination and operations b) Assist in the repair of firearms and disposal of obsolete arms and ammunitions c) Commercial Agriculture & Value addition facilities (Wealth Creation & self-sustainability)	CP/SSO
Office of Prime Minister	a) Support PDM –for seeds b) Support service M&E c) Support to Karamoja	CP/PD & M&E & PD
Ministry of Finance	a) Consideration of budget enhancement and other budgetary and financial issues b) Support project development and appraisal c) Capacity development of UPS	CP/Planning
Civil Society	a) Community sensitization and training on corrections b) Participate in rehabilitation and re-integration of offenders c) Legal aid services e.g. awareness, representation; training of staff d) After release support and facilitating social inclusion e) Support for children and mothers in prison including staff	CP/R&R & CP/Legal
Rotary International	a) Afforestation initiatives b) Support for children and mothers in prison	CP/R&R
Private Sector & Development Partners	a) Support for development programs b) Implement relevant PPP projects c) Support access to justice	CP/PD & M&E CP/Planning
Ministry of Lands and Housing	a) Provide mechanisms for surveying and titling b) Technical support for physical planning	CP/PD & M&E
Uganda Bureau of Statistics	a) Introduce measures to support institutional capabilities to carry-out policy research b) Support data quality assurance systems c) Support prisons Statistical surveys and data production	CP/Planning

Stakeholder	Key roles & Responsibilities	Responsible Officers
Ministry of Public Service	a) Support recruitment, development and retention of a highly skilled and professional workforce. b) Support payroll and pension management c) Support in HR information management systems (HCM, IPPS etc)	CP/HRP&D
Ministry of Gender Labor and Social Development	a) Support Implementation of community corrections, offender treatment and reintegration programs b) Workman compensation management.	CP/R&R; CP/HRP&D
NITA (U)	a) Offer linkage to the National Data Transmission Backbone Infrastructure and e-Government Infrastructure (NBI/EGI) b) Technical support for ICT systems and networks	CP/ICT
The Judiciary	a) Implementation of non-custodial sentencing mechanisms for the decongesting of prisons b) Implementation of plea bargain sessions and normal high court sessions c) Support establishment of virtual courts d) Support ICT systems integration for seamless information sharing d) Support the effective functioning of DCCs and RCCs	CP/Legal; CP/CS; CP/ICT
Director of Public Prosecutions	a) Implementation of non-custodial sentencing mechanisms for the decongesting of prisons b) Implementation of plea bargain sessions and normal high court sessions	CP/Legal; CP/CS
The Media	a) Dissemination of prisons information to the public b) Publicizing service initiatives and programs	CP/CCA
Cultural Institutions	a) Support land management	Land Board
NIRA and EC	a) Registration, citizens verification and elections management	CP/CS
Local Councils	a)To facilitate linkages with local communities in the reintegration process of offenders	CP/RR

2.8 Summary of Key Achievements over SDP V period

1. Prisons holding capacity increased by 6.7% (1,300 prisoners or 4,680M2) from 19,826 prisoners (71,373.6M2) to 21,126 prisoners (76,053.6M2) through establishment of new prisons at Ntugamo and construction of prisoners' wards in 27 prisons. However, occupancy /congestion of prisons increased from 322.1% to 363.2%. The population of inmates (76,724) exceeded the available capacity by 55,598 inmates in FY2023/24, implying that congestion remains a big challenge for the service.

2. Recidivism rate reduced from 15.1% to 13.4% as a result of increased rehabilitation programs in formal education, vocational education and offender treatment programs in partnership with the criminal justice system and developing partners.

3. Proportion of remand prisoners reduced from 50.6% in FY2019/20 to 47.3% in FY2023/2024. Likewise, prisoners' length of stay on remand reduced from 18.8 to 17.5 months for capital offences and from 3.8 months to 2.7 months for petty offences. The proportion of the remand prisoners who overstayed on remand (beyond mandatory remand period) reduced from 46.4% to 28.1%. This excludes capital offenders committed to High Court

4. Reduced escape rate from 5.9 to 5.3 per 1,000 prisoners held; Security equipment and tools (handcuffs, hand-held metal detectors, padlocks, shackles) were procured for all prisons.

5. Access to safe and clean water supply increased from 58.0% to 97% of all prison units and sanitation systems improved through elimination of the bucket system in 214 (88.8%) out of the 266 prisons.

6. Mortality rate among prisoners reduced from 3.8 to 3.3 per 1,000 prisoners held.

7. Human rights observance was improved by establishing human rights committees in 100% of the 266 prisons; prisoners' hours of work maintained 6 hours; Human rights awareness campaign intensified; Prisoners/staff empowered to demand their rights; 100% staff and prisoners aware of rights and obligations;

8. Supported Uganda's industrialization agenda through production 13,304 bales of cotton to support the local textile industries and 5,965.8MT of seed to support local farmers through Parish Development Model. Likewise, the Service produced 40,637MT of maize grain to supplement prisoners feeding and reduce tax payers' burden of looking after prisoners in custody. Produced shs.118.52bn in Non-Tax Revenue.

9. Improved productivity of prisons production enterprises to 0.94MT/acre 1.01MT/acre and 0.25MT/acre of maize grain, maize seed and cotton respectively and expansion of garments and furniture production capacity of prisons industries.

10. Staff to Prisoner ratio worsened from 1:6 to 1:7 due to increase in prisoners' population with increased staff attrition of an average of 304 staff per annum

2.9 Key Challenges and Most Binding Constraints

The most binding constraints that have deterred full realization of UPS mandate also impact and slow down the development objective have been identified as:

1. **High prisoner population growth:** Prisoners' population has been increasing at an average of 8.0% annually, more than 2 times the national population growth rate of 3% annually. Prisoner population is the major cost driver of the prisons budget. It directly impacts feeding requirements, housing, sanitation, utilities (water), Medicare, uniforms (staff & prisoners), staff numbers & delivery of prisoners to courts.
2. **Prisons congestion: Prisons congestion has worsened from 323.1% to 366.5% due to the following:**
   i. High prisoner population growth: At the current prisoner population growth rate of 8%, prisoner population is projected to increase to 119,070 prisoners by FY2029/2030.
   ii. High prisoners' accommodation deficit: Prisons holding capacity increased by only 1,140 prisoners (4,104 square meters) - from 71,949.6 square meters (19,986 prisoners) to 76,053.6 square meters (21,126 prisoners) against a planned target of 102,254.4 square meters (28,404 prisoners) while the prisoners' population increased by 24.5% from an average of 61,614 prisoners (FY2020/2021) to 76,724 prisoners in FY2023/24

   With the current prisoners' population of 76,724, the sufficient prisons holding capacity, at 3.6m2 per prisoner) is 276,206.4m2. This implies that the Service currently has a prisoner accommodation deficit of 200,152.8m2 (55,598 prisoners).
   iii. Change in the sentencing regime for convict prisoners. As at December 2023, convicted prisoners serving long term (above 10 years) and indeterminate sentences accounted for 30.1% (12,307 prisoners) of the total convicts' population.
   iv. High remand population: As of June 2024, remand prisoners composed 47.2% of the total prisoner population. This is due to over stay on remand. The average length of stay on remand for capital offenders was 17.5 months and 2.7 months for petty offenders as compared to 6 months and 3 months mandatory remand period for capital and petty offenders respectively.
3. **Production inefficiencies in Prisons Enterprises:**

   This is characterized by low-capacity utilization of factors of production on prisons farms and absence of clear product lines for prisons industries.

   Whereas it has the potential to facilitate growth of local textile industry through cotton production and processing, and contribute to growth of household incomes and food security in the country through seed production and processing, and strategic food and animal feed production and processing, prisons production enterprises are faced with major constraints affecting their productivity. These include;

   i. Inadequate and incomplete mechanization of production processes.
   ii. Absence of production and management plans across all prison's enterprises.
   iii. Absence of water for production to facilitate all year production.

4. **Delay in administration of Justice:**

   Whereas the proportion of remands has reduced from 50.6% to 47.3%, the average length of stay on remand increased from 19.6 months to 17.5 months for capital offenders. However, the length of stay on remand for petty offenders reduced from 3.8 months to 2.7 months. Some prisoners have overstayed on remand hence leading to accumulation of case backlog in the judicial system.

   The rate of expansion of other criminal justice agencies is not matched with corresponding investment in prisons. The misalignment of Prisons from other Criminal Justice System (CJS) stakeholders continue to hinder UPS contribution to access to justice for all.

5. **Absence of a Corrections Strategy:**

   The absence of a corrections policy and rehabilitation models remains a strategic challenge to UPS. An effective offender rehabilitation programme should be guided by a rehabilitation models incorporated in the corrections policy detailing the services and modules to address offending behavior of the inmates. Ultimately, a rehabilitation programme should define a desired person that the Service should release back to society.

6. **Observance of Human Rights and Fundamental Freedoms:**

   Protection and promotion of human rights and welfare of prisoners and staff is key in providing safe, secure and humane custody of prisoners. Under SDP V, the Service has been grappling with addressing human rights issues with insufficient budget provision. The human rights issues relate to provision of basic necessities of life including food for both prisoners and staff, beddings and clothing whose consumption cannot be postponed, as well as human rights awareness and incidences of human rights violations.

7. **Prisons Infrastructure deficit:**

   Prisons infrastructure is a primary contributing factor to the safety, security, and dignity of prisoners and staff. The mid-term review of SDP V implementation identified the following infrastructural issues constraining effective service delivery in UPS.

   i. **Most prisons infrastructure is extremely dilapidated,** weak and designed based on penal ideology with limited or no consideration for human rights of prisoners and inadequate to provide safe, secure and humane custody of high-risk security offenders including violent extremist offenders.

   ii. **Acute prisoner accommodation deficit with a current congestion rate of 366.5%.** Currently, the space for one (1) prisoner is occupied by four (4) prisoners. The accommodation space is inadequate to promote offender classification and segregation which are prerequisites in the provision of effective offender rehabilitation services. It is also a fertile ground for gross human rights violations among prisoners, and outbreak of communicable diseases.

   iii. **Acute staff accommodation deficit.** By June 2024, 7,223 staff (51.1%) are not properly housed. They stay in improvised houses, Unipots, Fin mores, canteens & others rent at their own cost. This may explain the high staff attrition rates of an average of 304 staff per year.

   Since staff requirement is directly proportional to the population of prisoners, it means that staff accommodation deficit will continue to worsen as prisoner population increases.

   iv. **Inadequate infrastructure for provision of quality health care** for staff and prisoners. The absence of health infrastructure in over 200 prisons (73%) constrains health care delivery and further constrains

regional health care centers and Murchison Bay hospital due to high number of referrals. Some of the 171 NMS accredited centers are operating in dilapidated structures, tents and containers

The poor medical infrastructure not only increases exposure to highly infectious diseases like Tuberculosis (TB) with a prevalence rate of 317 per 100,000 prisoners held compared to national TB prevalence rate of 174 per 100,000 country population, (MoH National TB preference Report 2014/15), it also constrains upgrade of the lower health facilities to facilitate provision of a variety of health care services.

v. **Inadequate ICT security infrastructure.** This is characterized by inadequate application of technology in the identification, management and control of prisoners in terms of CCTV cameras and bio metric technology, as well as gross absence of appropriate data management systems, appropriate software applications, and policy framework for technological development, hence compromising the safety and security of prisons.

Only 64 out of 266 prisons (24%) are equipped with at least one (1) operational computer set with no internet connection. The service installed security surveillance systems (CCTV cameras) in 15 prisons, virtual courts/video conferencing facilities in 19 prisons and digital radio communication systems in 34 prisons to enhance security, access to justice and secure communication respectively.

The service developed Human Management Information System (HRMIS) and Prisoners Management Information System to facilitate real-time management of staff and prisoners respectively. However, the Management Information Systems are not inter-connected with other management systems in sister security and access to justice institutions for seamless identification of individuals and efficient service delivery. This is notwithstanding their limited coverage in only 3/266 prisons.

The absence of ICT infrastructure hinders effective offender tracking, monitoring, and control, critical in maintaining a secure prison environment conducive for offender rehabilitation and measurement of recidivism.

8. Inadequate staff strength and capacity

Whereas the ideal custodial staff to prisoner ratio is 1:3, the current ratio of staff to prisoners is 1:7. At the current prisoner population of 76,724 prisoners, UPS requires a custodial staff establishment of 25,575 personnel in custodial services alone. However, the Service has a custodial staff establishment of 11,576 personnel – shortfall of 13,999 custodial personnel.

The capacity of the Prisons Academy and Training School (PATS) to offer strategic studies is low. The school and its programs are not accredited by the National Council of Higher Education (NCHE), no quality assurance mechanisms, has inadequate infrastructure and no sound school institutional policies.

Governance, Institutional Capacity and Accountability

i. **Low staff -prisoner staff ratio:** Most prisons are operating with an unfavorable staff-to-prisoner ratio. The number of inmates is increasing at a much higher rate than the staff available to manage them. This situation has created significant challenges in maintaining effective control and management of prisoners.

ii. **High staff attrition:** The service is currently experiencing a significant loss of staff mainly due

desertions and deaths, which is exacerbating the already unfavorable staff-to-prisoner ratio. To mitigate this issue, it is essential to improve healthcare access for staff to facilitate early detection and management of diseases. Additionally, enhancing the role of counselling services can help address and manage staff concerns more effectively.

iii. **Absence of the HRDP:** There is no Human Resource Development Plan to guide key staff administration processes such as recruitment, appraisal, and leave management. The absence of this management system is making it challenging to effectively manage the service's human resources.

iv. **Weak performance management systems:** Performance measurement across the different service delivery levels within the service is not well streamlined. There is no established system to effectively monitor performance, which is leading to poor performance at several levels of service delivery.

v. **Inadequate estates management:** Prison estates, which encompass land, buildings, structures, non-farm equipment, and utility meters for water and electricity, currently lack a centralized depository for tracking and managing these assets. As a result, the quantities and conditions of various assets are often unknown. This situation is leading to the rapid deterioration of several buildings, structures, and non-farm equipment due to untimely repairs.

vi. **Lack of corrections policy:** The absence of a comprehensive corrections policy has been a strategic challenge for the UPS that is limiting stakeholder participation in corrections at both the primary and secondary levels. Prioritizing the completion and implementation of such a policy is of critical importance.

vii. **Inadequate integration of ICT in UPS business processes**: Manual procedures are still being used for several key prison processes, such as admissions, sentence administration, and staff administration functions. The low uptake of digitization is a key factor contributing to the inefficiency of UPS in delivering its mandate

viii. **Inadequate security equipment** to match the nature of the ever-changing crime and prisoner population.

3 CHAPTER THREE.

STRATEGIC DIRECTION

3.1 Development Goal, Vision, Mission and Values

Vision

A center of excellence in providing human rights based correctional services in Africa

Mission

To contribute to the protection and development of society by providing safe, secure, and humane custody of prisoners while placing human rights at the center of their correctional programs.

Development Goal

To Transform every prisoner into a responsible, law abiding and productive citizen

Values

Table 3.1: UPS Values

Values	Professionalism	Reliability	Integrity	Security	Oneness	Nationalistic	Discipline
Our Commitment	Well recruited, trained, motivated and informed staff, with precision in every action.	Accountable, Trustworthy, efficient & Just staff	Honest & ethical staff; zero tolerance to corruption	Safety of offenders, staff, & public; and prisons property; zero tolerance to escapes	Everyone in prison service is treated & behaves as a family member	National in outlook and character, non- discriminatory practices	Total obedience to superiors & respectful to equals

3.2 Development Objectives

1. To provide safe, secure and humane custodial services.
2. To provide rehabilitation and reintegration services for the transformation of offenders.
3. To promote inmates' access to Justice.
4. To enhance production and productivity for all prisons production enterprises.
5. To strengthen governance, institutional capacity and accountability.

3.3 Outcome Results and Targets

Table 3.2 Outcome Results and Targets FY2025/26 – FY2029/30

PIAP Intermediate Outcome		UPS Outcome	UPS Indicator	Baseline FY2023/24	Targets 2029/30
Programme Objectives: Strengthen the capacity of Security Agencies to address security threats and emergencies					
Efficient and effective security services	**Objective 1:** Provide safe, secure and humane custodial services.	Safe and secure prison environment	Escape rate	5.3/1000	3.5/1000
			Congestion/ Occupancy levels	377.5%	308.7%
			Mortality rate among Prisoners	3.3/1,000	2.0/1,000
			Percentage of staff properly housed	48.9%	54.7%
	Objective 2: Provide rehabilitation and reintegration services for the transformation of offenders.	Offenders successfully rehabilitated	Recidivism Rate	13.4%	12.8%

PIAP Intermediate Outcome		UPS Outcome	UPS Indicator	Baseline FY2023/24	Targets 2029/30
	Objective 3: Enhance Prisons production and productivity	Reduced tax-payers' burden of maintaining offenders in custody	Non-Tax Revenue (shs.bn) generated per year	33.734	122.27
			Productivity of prisons enterprises	TBD	Maize grain – 2.5MT/ acre Maize Seed – 1.35MT/ acre
Program Objective (Admin. of Justice): Strengthen and reform Justice business processes					
Improved disposal of cases in the judicial system	**Objective 4:** Promote inmates' access to Justice.	Increased access to justice for all	Average length of stay on remand (months) for capital offenders	17.5	15
			Length of stay on remand for capital offenders after commitment to High Court	19.8	15
			Length of stay on remand (months) for petty offenders	2.7	2.0
			Percentage of remands to the total prisoners' population	47.3%	41.3%
Institutional Coordination:					
Enhanced institutional capacity, coordination and collaboration.	**Objective 5:** Strengthen governance, institutional capacity and accountability	Improved institutional performance	Level of public satisfaction of UPS services	TBD	80%

3.4 Strategic Objectives, Interventions and Actions

3.4.1 Objective 1: Provide safe, secure and humane custodial services for transformation of prisoners

The objective focuses on four (4) key areas of Safety and Security, Human Rights, Welfare and Health services. The objective addresses prisons congestion, staff accommodation Health infrastructure for provision of quality health care and ICT security infrastructure, and human rights issues relate to provision of basic necessities of life including food for both prisoners and staff, beddings and clothing whose consumption cannot be postponed.

A safe and secure prison environment is very key for humane custody of offenders. Public safety and peace, is a constitutional responsibility of UPS in terms of custody of offender. Therefore, safety and security of prisons while promoting human rights awareness, observance and practice; access to basic necessities for both prisoners and staff and health for both staff and inmates shall at all times be our major focus.

Appropriate infrastructure is primary in delivery of a safe and secure environment, human rights observance, welfare, health services and rehabilitation of offenders. UPS is faced with huge prisoners' and staff accommodation deficit as described in the situational analysis.

Under this objective, UPS shall contribute to NDP IV through Governance and Security programme which aims at strengthening good governance, security, role of the state in development. Under the Security sub - program objective on "Strengthen the capacity of Security Agencies to address security threats and emergencies". UPS shall also contribute to the Justice Law and Order sub-program objective on "Enhance justice law and order services for social economic transformation" in addition to Administration of Justice Programme which aims at strengthening access to justice for all through objectives of "Strengthen people-cantered justice service delivery system"; and "Reform and strengthen justice business processes"

The Service shall put much emphasize on construction of adequate and appropriate infrastructure safe custody, ICT, health services and prisoners and staff welfare. More emphasis shall be on provision of quality health services with particular attention to communicable and Non-Communicable Disease control, management and surveillance, physical exercises, menstrual hygiene, Water Sanitation and Hygiene (WASH) services, HIV prevention & management, nutrition and functional health facilities.

The key reform shall be mapping and rationalization of prison units. A review and mapping of distribution of prison units will be undertaken, to inform their rationality, viability, appropriateness of their locations and establishment, as a strategic reform. This will include solving the UPS land question, and addressing the misalignment of prisons to other criminal justice agencies.

The strategic interventions under this objective shall include;

1. Infrastructure management and development

a) Prisoners' accommodation

i) Construction of 124 low-cost wards (70 – prisoners or 252 sq. meters each) to create space of 8,680 prisoners or 31,248 square meters, using in-house capacity by OCs, RPCs and Engineering Gang – Annex 2

ii) Renovation of 47 prisoners' wards using in-house capacity by OCs, RPCs and Engineering Gang – Annex 3

iii) Construct two (2) Min-Max security prisons with a capacity of 4,000 prisoners each at Mbarara and Gulu

iv) Expansion of prisons at Murchison Bay (Two blocks of 2 stories each - 4 wards), Arua (M) (1 block of 2 stories - 2 wards) and Mbarara (M) – (1 block of 2 stories - 2 wards) and Bubulo barracks

v) Renovation of 12 wards at Masindi prison; and Murchison Bay prison, and establishment of a new prison at Nakatunya

vi) Facelifting of prisons located in cities and municipalities - Apac, Arocha, Bushenyi (M), Bushenyi (W), Sheema, Iganga, Bugiri, Moroto (M), Moroto (W), Kotido, Kumi, Masindi (M), Masindi (W), Kitgum, Rukooki, Nebbi, Koboko, Kigo (M), Kigo (W), Kitala, Kasanje, Kasangati, Kapchorwa, Tororo (M), Tororo (W), Kaweeri, Mityana (M), Mityana (W), Lugazi, Bugungu YO, Bugungu YP, Nyenga, Kauga, Kamuli, Nawanyago, Ndorwa (M), Ndorwa (W), Kisoro, Rukungiri and Nyabuhikye

vii) Equip the Prisons Engineering Gang with construction equipment & establish of Regional Engineering Gangs

b) Health infrastructure

i) Renovation and upgrading of infrastructure for Murchison Bay hospital to the level of a regional referral facility

ii) Upgrading Health Centers at Arua, Mbale, Jinja, Gulu and Mbarara to HC IV

iii) Accreditation of Kitalya Mini-Max as a Health Centre IV

iv) Upgrading Health Centres at Tororo, Bushenyi, Katakwi, Kitgum, Ntenjeru, Muinaina to HC III

v) Construction of minimum infrastructure for all NMS accredited health centers – Annex 6

vi) Expansion of medical storage facilities at Murchison Bay Hospital

vii) Equipping of staff Hospital at Luzira and all upgraded HCs

viii) Construct 3 TB (MDR) isolation wards at Luzira (W), Mbarara (M), and Lira.

ix) Establishment of a mental ward and staff houses at Butabika, and health centres at Aswa II and III

c) Staff Accommodation

i) Construct 2,500 low-cost staff housing units by RPCs and OCs – Annex 5

ii) Construction of 15,000 staff houses in partnership with a private developer

iii) Renovation of staff houses in selected staff barracks

d) ICT and Security Infrastructure

i) Complete the development of Prisoners Management Information System (PMIS) and Human Resource Management Information System (HRMIS)

ii) Roll out of Prisoners Management Information System (PMIS) and Human Resource Management Information System (HRMIS) to all prison units and administrative units (Headquarters, Regions, and Districts) using the web-based internet connectivity

iii) Acquisition and distribution of ICT hardware: - computers and printers to all prison stations

iv) Complete installation of digital radios communication systems in 60 selected prisons – Annex 7

v) Prisoner Electronic Monitoring, tagging and tracking system for high-risk prisoners and prisoners on parole

vi) Overhaul of CCTV cameras in 8 prisons at Nakasongola, Masindi, Jinja, Masaka, Gulu, Mbale, Moroto, and Mbarara prisons – Annex 7

vii) Installation and maintenance of CCTV Systems in 13 high security prisons at Ntungamo, Kampala (R), Murchison Bay, Jinja (R), Jinja (W), Lira (M), Fort Portal (M), Soroti (M), Tororo (M), Kotido, Bushenyi (M), Rukungiri, Ndorwa (M) – Annex 7

viii) Acquisition of specialized transport equipment (Lorries (20), Water Bowser (1), Firefighting equipment (1), Canine van (2), Funeral Service Van (1), Ambulances (3), specialized Pickup – ICT (1), Tippers - Engineering Gang (4), and Cesspool track (2))

2. Strengthen the Prisons Intelligence and Security System

To create and maintain a safe and secure, stable prisons environment, the Service will;

i) Undertake annual security risk assessment and audit of all prison units, to establish their security standard levels and compliance status.

ii) Undertake detailed categorization of prison units and set security infrastructure requirements or standards for each

iii) Establish and strengthen internal and external intelligence systems (covertly and overtly) through enhancing the capability and capacity to collect, analyze, collate and disseminate information.

iv) Acquisition of specialized technical, communication and surveillance equipment.

v) Strengthen the implementation of prevention of violent extremism and radicalization in prisons.

Table 3.3: Security Infrastructure

No	Security Infrastructure	Prisons Units
1	Gate Lodges	M/bay, Kla Remand, Masaka, Ssaza, Ndorwa, Ntungamo and Rukungiri
2	Sentry Towers	Gulu (M), Fort portal (M), Kauga, Bugungu YP and Masindi
3	Armories – 30 units	Kasanje, Bugungu YO, Ngenge, Nyarusanje, Kyakasengura, Kumi, Katakwi, Aloi ongom, Amulator, Alebtong, Bulisa, Kaabong, Nakapiripiriti, Kotido, Moyo, Yumbe, Lututuru, Kaladima, Kaiti, Ikulwe, Isingiro, Sheema, Kyazanga, Kalangala, Lake katwe, Murchison Bay, Kampala Remand, Amudat, Budaka, Iganga

vi) Fencing of prisons at Masindi, Bugungu, Jinja and other selected prisons – **Annex 4**

vii) Installation of solar systems to stations which are off the National Grid in 17 selected prisons at Kassanda, Kijumba, Bukulula, Kyazanga, Kalungu, Kaliro, Patongo, Awei, Aloi Ongom, Aber, Kwania, Butaleja, Amudat, Butyaba, Bulisa and Odina

viii) Establishment of 5 regional canine units at Soroti, Kitalya, Gulu, Mbarara, Arua and Fort Portal

ix) Establishment of prisons regional (including regional stores) and district offices

3. Water and Sanitation improvement

i) Construct the alternative safe water sources in 64 selected prisons using the internal capacity – Annex 10

ii) Establish, overhaul and renovated sanitation, sewerage and waste management systems at Fort portal, Luzira, Kigo, Mbarara, Masaka, Kirinya Complex, Mbale, Kaweeri and Gulu prison complexes, acquisition of regional sewer trucks, sinking of lagoons, and septic tanks

iii) Eliminate night soil bucket systems through construction of prisoners' wards in 50 prisons at Nakisunga, Koome, Nawanyago, Busede, Buhweju, Imanyiro, Kityerera, Kigandalo, Lotuturu, Kaladima, Aswa I, Aswa II, Loro, Otuke, Kole, Aber, Arocha, Aloi Ongom, Bidi Bidi, Yumbe, Agule, Nyarushanje, Buvuma, Ntenjeru, Buwama, Kasaali, Lwengo, Kabula, Sembabule, Kakumiro, Kassanda, Hoima, Kiryandongo, Ikulwe, Kaliro, Masafu, Rukungiri, Wakyato, Ragem, Adjumani, Amita, Kasanje, Sanga, Buliisa, Butyaba, Biiso, Apac, Bukwo, Nakapiripirit, Amudat

iv) Establishment of alternative energy sources to mitigate use of firewood for cooking in all prison units

v) Establishment of modern stoves and kitchen infrastructure in 112 prisons – A**nnex 9**

4. Health promotion, disease prevention and management

i) Strengthen regional health facilities to reduce stress on Murchison Bay hospital

ii) Strengthen the patient referral system

iii) Disease surveillance and prevention

iv) HIV and TB diagnosis, and management

v) Mental health care management

vi) Use of telemedicine

5. Strengthen the observance of human rights & fundamental freedoms

i) Provision of basic necessities of life that include beddings, clothing, feeding

ii) Improve provision of staff logistical and dietary provisions

iii) Promotion of human rights awareness and empowerment

iv) Reduce incidences of human rights violations

v) Strengthening the role of visiting justices in human rights observance, and monitoring.

Table 3.4: Expected results and targets – Objective 1

PIAP Intervention	UPS Objective	Outcome	Expected Results		Baseline FY2023/24	Target FY2029/30
Sub Programme: Security Sub Programme Objective: Strengthen the capacity of Security Agencies to address security threats and emergencies.						
Maintain modern and formidable security sector agencies for security and emergencies	Provide safe, secure and humane custodial services for transformation of prisoners	Safe and secure prison environment	Public safety and peace promoted	Congestion/Occupancy levels	363.2%	308.7%
				Change in holding capacity per prisoner (Sq. meters)	0.97	1.17
				Coverage of safe water sources	97%	100%
				Escape rate per 1,000 prisoners held	5.3/1,000	3.5/1,000
			Improved access to health care services	% of prisons with access to health care services	100%	100%
				Mortality rate per 1,000 prisoners held	3.3/1,000	2.0/1,000
			Strengthen the observance of human rights and fundamental freedoms	Proportion of prisoners supplied with basic necessities[2]	100%	100%
				Proportion of staff supplied with basic necessities	100%	100%
Enhance the welfare of security personnel and veterans			Improved staff welfare and working conditions	% of staff properly housed	48.9%	75%

Outcome 1.1: Safe, secure prison environment and peace promoted

Uganda Prisons Service contributes to the protection of all members of society and their property by holding. Expansion and renovation of prisons infrastructure in terms of accommodation, health infrastructure, security and other custodial standards requirement will improve the safety and security of prisoners and society.

The service shall use multiple strategies that include use of in-house capacity (Engineering gang) and low-cost initiatives to fast-track completion of the Infrastructure Development Plan to guide infrastructure expansion and improvement.

2 Food, uniform, medical care, blankets and water

Table 3.5: Expected Interventions and outputs – Outcome 1.1

PIAP Output	UPS Intervention	Output	Indicators	Baseline FY2023/24	Targets 2029/30
Improved safety and security of prisons	Construct, renovate and expand prisoners' accommodation	Prisons holding capacity increased	Prison holding capacity created	21,126	38,576
			No. of prisons renovated	0	47
	Construct, renovate prisons security infrastructure	Enhanced physical security infrastructure in 96 prisons units	No. of prisons units enhanced with physical security infrastructure.	TBD	96
	Establish offender monitoring and surveillance systems	Security monitoring systems installed	No. of prisons with functional security monitoring systems (CCTV)	7	28
			No of prisons operating the PMIS	3	269
			Number of prisons equipped with at least a computer.	64	269

Outcome 1.2: Improved access to health care services

The health infrastructure coverage will be increased from 59 to 171 out of 269 prisons. It will include establishment of 4 Health Centers IV at regional level to reduce stress on Murchison Bay Hospital and strengthen the prisons referral systems

The Commissioner General of Prisons, Can. Dr. Johnson Byabashaija inspecting the newly constructed Luzira Prison Staff Clinic at Luzira complex

Table 3.6: Expected Interventions and outputs – Outcome 1.2

Sub Program	Intervention	Output	Indicators	Baseline FY2023/24	Targets FY2029/30
Security	Increasing health care coverage of prison units	Improved access to health care	VHTs maintained at all prison units without a health worker	100%	100%
			No of prisons with at least a qualified health worker	171	269
			All prisoners in need of health care provided with first level health care within the prison	100%	100%
			OPD utilization rate	0.95	1
			% of prisons with no stock-outs of tracer medicines[3]	100%	100%
	Improving quality of health care	Improved quality of health care	% of Malaria prevalence in prisons	38%	10%
			Proportion of prisoners diagnosed with mental disorders accessing professional psychiatric services	100%	100%
			Proportion of staff above 39 years screened for NCDs[4] twice a year	22%	70%
			Proportion of prisoners screened for NCDs twice a year	26%	60%
			Proportion of prisoners diagnosed with NCDs and enrolled on treatment	100%	100%
			Turnaround time for TB diagnostic and obtaining the results (in days)	TBT	5
			TB Case Notification Rate	89%	100%
			TB Cure Rate	79%	100%
	Health promotion	Increased health awareness	Proportion of inmates who tested and received their HIV results on admission	95%	95%
			Proportion of staff who tested and received their HIV results	95%	95%
			Number of Staff diagnosed with HIV/AIDS and on treatment.	743	900
			Proportion of HIV+ positive inmates on ART	92%	95%
			HIV prevalence among prisoners	12%	6.20%
			HIV prevalence among staff	12%	6.20%
			TB prevalence	654/100,000	253/100,000
	Construct, and expand prisons health facilities	Increased health infrastructure	No. of Prisons with health infrastructure[5]	59	171

Outcome 1.3: Improved prisoners and staff welfare and Human Rights Observance

UPS will improve the welfare of prisoners and staff while observing their human rights through improvement in the logistical and dietary provisions. These will include sanitary requirements, food, clothing, safe and clean water, information sources among others

Table 3.7: Expected Interventions and outputs – Outcome 1.3

3 Tracer medicines for a HC III are 22 items including Artemether/Lumefantrine 20/120mg, Long Lasting Insecticidal Net (LLIN), Chlorhexidine Digluconate Gel 4% (equivalent to 4% chlorhexidine), Therapeutic milk F75 (Kcal/100ml), Ready to use Therapeutic feeds (RUTF), Retinol (Vitamin A) 200000IU, Ferrous sulphate + Folic Acid, Carbamazepine 200mg, Chlorpromazine 25mg, Depot Medroxyprogesterone Acetate (DMPA)_ IM + SC, Amoxicillin 250 mg

Amoxicillin dispersible 250mg, Sulfadoxine/ Pyrimethamine tablet 500/25mg, ORS Sachets with zinc tablets, Measles-Rubella Vaccine, Mama Kit, Malaria Rapid Diagnostic, Determine HIV 1 & 2 screening test, Stat -pack HIV Confirmatory rapid tests, SD Bioline test-Tie Breaker, Hepatitis, HBsAg2 Test Kits, HIV/Syphilis Duo Kit

4 Diabetes, Hypertension, Cancers, mental health disorders eg epilepsy, schizophrenia, anxiety, depression, PTSD among others

5 Minimum infrastructure requirement for a health facility

PIAP Output	UPS Intervention	output	Indicators	Baseline FY2023/24FY2023/24	Targets 2029/30
Security	Improve provision of prisoners' logistical and dietary provisions	Enhanced access to basic necessities for prisoners e.g. health, food, clothing, sanitation	Number of prisons with safe water sources/safe water systems[6]	258	269
			Number of prisons providing 3 meals per day at regular intervals	266	269
			Percentage of prisoners provided with at least one pair of uniform per year	100%	100%
			Percentage of prisoners with at least 2 blankets	100%	100%
			Percentage of prisoners with a felt mattress	4.7%	10%
	Enhance Human Rights observance and practice	Increased access to information	Percentage of prisons that have at least one of the following information sources: TV, Radio & Newspapers	100%	100%
		Reduced human rights complaints	Percentage of registered human rights complaints handled	100%	100%
		Functional human rights committees	Number of prisons with functional human rights committees and desks	266	269
	Improve provision of staff logistical and dietary provisions	100% of staff provided with 2 pairs of uniform	% of staff provided with 2 pairs of uniform	100%	100%
		100% provision of staff logistical and dietary provisions	% of staff provided with logistical and dietary provisions	100%	100%
Housing of security personnel improved	Construct, renovate and expand staff accommodation	Staff accommodation expanded from 6,922 to 9,422 (by 2,500 housing units)	Number of staff housing units constructed	6,922	9,422

3.4.2 Strategic Objective 2: To provide rehabilitation and reintegration services for the transformation of offenders

The objective addresses offender rehabilitation and reintegration challenges, including lack of a corrections policy and rehabilitation model for effective offender rehabilitation, inadequate rehabilitation and reintegration personnel and inadequate rehabilitation infrastructure.

The strategic actions will be to deepen offender rehabilitation and reintegration programme implementation and expand the coverage of the programme to more prison units. The focus will be completion of development of the National Corrections Policy and implementation of offender rehabilitation model as an overarching framework for offender rehabilitation. The strategic actions will include:

1. **Strengthening offender education services**
   - i) Strengthen the delivery of formal education programs
   - ii) Strengthen the delivery of Adult Learning and Community Education (ALCE) programs
   - iii) Strengthen vocational education
   - iv) Partnerships with MGLSD and MoES to leverage resources for delivery of rehabilitation programs
   - v) Establishment of offender education infrastructure

Table 3.8: Offender Education infrastructure

No	Type of Infrastructure	Prison Unit

6 Safe water sources/systems include: tap water, rain water, springs and protected wells

1	Primary schools	Muinaina, Mubuku, Tororo and Adjumani
2	Secondary Schools	Arua, Mbale Masindi, Kitalya Mini Max and Fort portal
3	Carpentry rehabilitation workshops	Nakasongola, Lira, Muinaina, Arua
4	Tailoring rehabilitation workshops	Arua, Mbale and Lira
5	Metal fabrication rehabilitation workshops	Upper, Kitalya farm, Nakasongola and Soroti
6	Brick/block laying & concrete practice centers	Gulu, Namalu, Adjumani, Amita
7	Agriculture demonstration centers	Namalu, Amita, Isimba, Adjumani, Ruimi, Bulaula and Lugore

vi) Establishment of offender rehabilitation and administrative infrastructure (Fully furnished rehabilitation offices, treatment program/training rooms, recreational spaces-sports grounds, visitors' rooms) in reception centres at Mbale, Soroti, Moroto, Gulu, Jinja, Tororo, Lira, Kitgum, Arua, Adjumani, Masaka, Mbarara, Kakiika, Fort portal, Nakasongola, Masindi, Kotido, Kigo, Mubuku, Ndorwa, Bushenyi, Rukungiri, Ntungamo

2. **Enhancing the functionality of admission and discharge boards to facilitate sentence planning and case management.**
   i) Strengthen the admission process of offenders
   ii) Strengthen offender classification and segregation
   iii) Assessment of risk and need of offenders
   iv) Strengthen sentence planning
3. **Strengthening reintegration services**
   i) Complete development of offender rehabilitation and reintegration model
   ii) Strengthen the implementation of parole and non- custodial sentencing mechanisms, as stipulated in the Prisons Act, 2006
4. **Strengthening behavior change treatment programs**
   i) Development and piloting of behavior change treatment modules
   ii) Strengthen access to counseling services & specialized programs
   iii) Strengthen partnerships with community leaders, faith-based organizations, non-government organizations, and CBOs

Table 3.9: Expected results and targets – Objective 2

PIAP Intervention	MDA Objective	Outcome	Indicator	Baseline FY2023/24	Target FY2029/30
Sub Programme: Access to Justice **Programme Objective**: Strengthen people centered delivery of security, justice law and order services					
Strengthen the justice law, order & governance delivery systems	Provide rehabilitation & reintegration services for the transformation	Offenders successfully rehabilitated & reintegrated	Recidivism rate (%)	13.4%	12.8%

Outcome 2.1: Offenders successfully rehabilitated and reintegrated

The analysis of the challenges affecting effective implementation of rehabilitation and reintegration reveals grossly inadequate and dilapidated rehabilitation infrastructure, limited skilled human resource as well as general equipment inefficiencies in the entire RR process from admission to after care for the inmate.

Table 3.10: Expected Interventions and outputs – Outcome 2.1

PIAP Output	UPS Intervention	Output	Indicator	Baseline FY2023/24	Targets FY2029/30
Department: Rehabilitation and Reintegration of Offenders					
Crime prevention and response strengthened	Strengthen offender education services	Formal education programs strengthened	No. of offenders enrolled in formal education by category per year		
			Primary	2,639	7,099
			Secondary	734	1,420
			Tertiary	51	99
			No of classrooms (by education level) constructed	TBD	
		Strengthened Adult Learning and Community Education (ALCE)	No. of offenders enrolled in Adult Learning and Community Education (ALCE)	3,643	6,571
		Offender vocational education enhanced	No. of offenders enrolled in vocational education per year		
			Industries	10,120	17,084
			Agriculture	11,880	21,027
			Number of offenders trade-tested per year	899	1,538
			No of vocational workshops constructed by category	TBD	
			No of demonstration centers established in prisons farms	TBD	7
		Partnerships with MGLSD and MoES	Proportion of teachers posted by MoES	6.5%	20%
			Number of schools with UNEB centers	6	11
	Enhance the functionality of admission and discharge boards to facilitate sentence planning and management	Admission process of offenders strengthened	Proportion of convicted prisoners admitted through admission board	100%	100%
			Proportion of offenders whose risk and needs have been assessed	TBD	100%
			No. of prisons that classify and segregate their inmates	TBD	269
	Strengthen reintegration services	Non-custodial sentencing mechanisms implemented	Regulations for parole developed	TBD-	1
			Number of eligible prisoners who have benefited on parole per year	TBD	5,000
		Offender reintegration enhanced	Proportion of eligible prisoners that have been re-integrated	TBD	60%
			No. of prisoners provided with Reintegration packages	TBD	5,124
	Strengthen behavior change treatment programs	Behavior change treatment modules implemented	No. of behavior change treatment modules	05	10
			No. of prisoners undergoing behavior change treatment per year	TBD	52,567

3.4.3 Strategic Objective 3: Promote access to Justice

The objective addresses challenges related to delay in administration of Justice. These include accumulation of case backlog in the judicial system, misalignment of prisons to other criminal justice actors and inadequate investment in ICT to facilitate service delivery.

UPS shall focus on promotion of equitable access to justice for staff, prisoners and the public through expansion of coverage of prisons with vehicles for delivering prisoners to Court, expansion and optimization of Virtual Courts and construction of prisons to complete the chain of Justice.

UPS shall contribute to the delivery of equitable justice for all by strengthening partnerships with other stakeholders in the Criminal Justice System. Partnership with Paralegal and legal aid services will be strengthened to address overstay on remand, high remand proportion and delayed hearing of appeals for convicted prisoners hence promoting observance of right to fair and speedy trials.

Table 3.11: Expected results and targets – Objective 3

PIAP Intervention	PIAP Intervention	Outcome	Expected Results	Baseline FY2023/24	Target FY2029/30
Sub Programme: Access to Justice **Programme Objective: Strengthen people centered delivery of security, justice law and order services**					
Strengthen implementation of court orders	Promote access to justice	Increased equitable access to justice	Length of stay on remand (months/days)		
			Capital offenders	17.5.	15
			Petty Offenders	2.7	2.0
			Percentage of remands to the total prisoner population.	47.3%	41.3%
			Proportion of convicts whose appeals are lodged and heard.	100%	100%

Key Strategies and strategic interventions under Access to Justice

1. **Motor Vehicle Fleet Improvement for delivery of prisoners to Courts**
   i) Establish regional maintenance centers at Kakiika, Ruimi, Lugore, Isimba, Soroti and expand the maintenance center at Luzira complex – Annex 8
   ii) Acquisition of transport equipment for delivery of prisoners; 60-Seater Buses (20), 30-Seater Buses (30), 14-Seater vans (5), and Pickups (30).

2. **Strengthen partnerships with other stakeholders in the CJS for effective justice delivery.**
   i) ICT System integration for effective case management.
   ii) Expand and strengthen the usage of Virtual Courts in delivery of justice
   iii) Strengthen the role of Paralegal Advisory Services and legal aid services in promotion of access to justice.

3. **Prisons alignment to other stakeholders in the Criminal Justice System**
   i) Construction/expansion of ten (10) reception centres at Buseruka; Kaweeri; Buhweju; Amudat; Nakapiripirit; Kalangala, Bubulo; Rubirizi; Masafu, Paidha and two (02) women prisons at Ndorwa, and Rukungiri.

Outcome 3.1: Increased equitable access to justice

Table 3.12: Expected Interventions and outputs – Outcome 3.1

PIAP Output	UPS Intervention	Output	Indicator	Baseline FY2023/24	Targets 2029/30
Prisoners and juveniles delivered to court	Strengthen the usage of virtual courts in delivery of justice	Establishment of virtual courts in reception centers	Number of prisons with virtual courts	19	34
			Number of court points established	19	85
	Strengthen partnerships with other stakeholders in the CJS for effective justice delivery	ICT System integration for effective case management	Level of integration of the management information system	0	100%
		Prisoners delivered to court	Proportion of all eligible prisoners delivered to court as and when required	100%	100%
		Implementation of PAS and legal aid services enhanced	Number of prisoners benefiting from legal aid (Pro-bono) services per year	1,808	3,000
			Proportion of prisoners in need of Paralegal Advisory Services attended to.	100%	100%
	Prisons alignment to other stakeholders in the CJS	Reception enters constructed and expanded to improve access to justice	Number of reception centers constructed and expanded to improve access to justice	0	12
	Motor Vehicle Fleet Improvement for delivery of prisoners to courts	Reception centers with vehicles for delivery of prisoners to courts increased	Number of reception centers with vehicles for delivery of prisoners to courts	74/202 36.6%	159/202 78.7%
			Number of regional maintenance centers established	1	6
	Strengthen partnerships with other stakeholders	Prisoners appeal process strengthened	Percentage of appellant prisoners whose appeals have been lodged in the appellate courts.	100%	100%

3.4.4 Strategic Objective 4: Enhance prisons production and productivity while facilitating delivery of correctional services.

This objective will address production challenges including low production efficiencies characterized by low-capacity utilization of factors of production on prisons farms, absence of clear product lines for prisons industries and absence of business plans to guide commercial production.

Under this strategic objective, UPS shall review its operations in building production and management systems based on a business approach to increase their production and productivity, while facilitating the delivery of correctional Services.

The key management reforms that will guide investment include;

a) Separation of commercial production in prisons enterprises from the offender rehabilitation function. This will require establishment of a commercial and rehabilitation environment, conducive for delivery of the respective functions - development of the requisite regulatory and operation framework for business operation, establishment of commercial production infrastructure, acquisition of skilled and qualified staff to undertake business operation and strengthening marketing and distribution mechanisms

b) Specialization of prisons production enterprises, by product and location, aimed at leveraging on the backward and forward linkages created through dedicated production chains and business principles.

Key interventions include

1. **Undertake management reforms to manage Prisons production enterprises on business principles by.**
   i) Re-engineer and strengthen the production processes and management for efficient production;
   ii) Separation of commercial production in prisons enterprises from the offender rehabilitation function;
   iii) Formulate and implement master business plans for commercial production in all production enterprises (Maize grain production, Seed multiplication, Cotton production, and Prisons Industries)
   iv) Promote specialization of prisons production enterprises by product & location
   v) Implementation of the project and non-project farming reform to optimize utilization of resources
2. **Enhance prisons farm production and productivity in seed, maize grain and cotton enterprises**
   i) Develop farm specific business and mechanization plans informed by the farm enterprise
   ii) Full mechanization of seed, maize grain and cotton production processes including Minimum tillage technologies and soil fertility management.
   iii) Establishment, expansion and renovation of production infrastructure.
   iv) Provision of crop specific farming inputs
   v) Enhance maintenance of assorted farm machinery and equipment.
   vi) Provision of water for production for all year farm activities. - Establish irrigation schemes in prisons farms; Ragem, Ibuga, Ruimi and Mubuku) to reduce dependence on rain fed agriculture.
3. **Adoption of climate smart agriculture practices**
   i) Establishment of commercial tree plantations in partnership with National Forestry Authority at Aswa I, Aswa II, Aswa III, Orom Tikau, Odina, Aloi Ongom and Awei.
   ii) Establishment of quality nursery seedling multiplication centers for wood lots
   iii) Adoption of drought tolerant, drought resistant, high yielding seeds and water efficient varieties
   iv) Integrating the crop and animal production
4. **Strengthen livestock farming and productivity:**
   i) Establish intensive beef cattle farms at Lugore, Isimba, Kiburara, Adjumani and Ragem.
5. **Revive and expand prisons industries to meet market demands of MDAs and other institutions**
   i) Full Mechanization of the Prisons industries (Furniture production, Tannery, Garment production, Soap production, Arts & Crafts and Leather products
   ii) Establishment of industrial production workshops under the specialization mechanism
   iii) Certified skills development to support industrial production
   iv) Establish and nurture small cottage industries to support welfare of staff and prisoners-- including the briquettes making
6. **Strengthen marketing and distribution strategies for all prison's products.**
   i) Establish strategic distribution centers at Jinja Agricultural Show ground and all regional centers
   ii) Strengthen partnerships with other marketing agencies such media and other stakeholders
   iii) Establish dealerships for seed marketing and distribution in 11 national sub regions

Table 3.13: Expected results and targets – Objective 4

PIAP Intervention	MDA Objective	Outcome	Expected Results	Baseline FY2023/24	Target FY2029/30
Sub Program: Security **Purpose:** Enhance production to support textile industries, address food security and furniture needs to all MDAs					
Strengthen the capacity of security forces and agencies to contribute to national development	Enhanced prisons production and productivity	Reduced Taxpayers burden of maintaining offenders in custody	NTR generation from production enterprises in billion shillings	33.734	117.235

Outcome 4.1: Reduced Taxpayers burden of maintaining offenders in custody

UPS shall contribute to the growth of domestic textile industries by providing cotton as basic raw material for manufacturing of textiles, cooking oil, animal feeds and gunpowder. Cotton production has the potential to dramatically support to Uganda's industrial growth. The Service shall also contribute to availability of key agricultural inputs, through production of quality seed with a germination rate of 98% as part of the strategy for enhancing food security in the country. Further focus shall also be on utilization of the available factors of production to enhance production to meet prisoners and staff feeding requirements and meet the market demand for all MDAs and other institutions.

Newly installed Silo storage facilities at Rumi Prison farm

Table 3.14: Expected Interventions and outputs – Outcome 4.1

PIAP Output	UPS Intervention	Output	Indicator	Baseline FY2023/24	Targets FY2029/30
Prisons production enterprises enhanced	Formulate and implement business plans for commercial production	Production Business plans for all enterprises	No of business plans by production enterprises	0	4
Farms Management					

PIAP Output	UPS Intervention	Output	Indicator	Baseline FY2023/24	Targets FY2029/30
Prisons production enterprises enhanced	Full mechanization of seed, maize grain and cotton production processes.	Increased production of prisons farms	**No. acres planted per year**		
			Maize grain	11,216	30,000
			Maize Seed	1,769	5,000
			Cotton	5,538	10,000
			Sunflower	2,681	10,000
			Soy bean	735	2,000
			Quantity produced in MT per year		
			Maize grain	10,552	75,000
			Maize Seed	1,790	4,725
			Cotton	1,378	10,000
			Sunflower	546	8,000
			Soy bean	105	1,000
			Non-Tax Revenue (bn. shs) produced by crop type per year		
			Maize grain	18.993	72.00
			Maize Seed	8.951	21.08
			Cotton	2.755	13.59
			Sunflower	1.075	13.60
			Soy bean	0.241	2.00
		Increased productivity of prisons farms	**No. of Kgs produced/acre per year**		
			Maize grain	941	2,500
			Maize Seed	1,012	1,350
			Cotton	249	700
			Sunflower	204	800
			Soya bean	143	500
Security	Strengthen Livestock farming and productivity	Increased livestock production and productivity	Multiplication rate per year		
			Cattle	10%	30%
			Goats	10%	60%
			Number of animals managed per year		
			Cattle	1,891	6,451
			Goats	385	5,737
	Adoption of climate smart agriculture practices	Increased forest cover	Number of seedlings produced per year	50,000	50,000
			No. of trees per acre	450	500
			Number of acres of trees planted per year	100	100
			No. of acres under forest per year	1,428	1,928
			No. of trees maintained per year	428,400	578,400
			NTR generated from forests per year (bn)	0.15	0.21
	Adoption of drought tolerant, drought resistant, high yielding seeds and water efficient varieties	Increased crop seed varieties	No. of Crop seed types/ Varieties developed	1	2
	Provision of water for production for all year	Irrigation schemes established	Number of irrigation schemes established	0	4
	Establishment, expansion and renovation of production infrastructure	Silo storage facilities operationalized	Functional Silo Storage facilities in place	0	2
		1 Seed processing and treatment plants established	No of Seed treatment plants established	1	1
			MT of seed processed, treated and packaged per year	1,398	4,016.25
Department/Project: Prisons Industries					

PIAP Output	UPS Intervention	Output	Indicator	Baseline FY2023/24	Targets FY2029/30
Prisons production enterprises enhanced	Establishment of industrial production workshops under the specialization mechanism	Increased production and productivity of prisons industries	No. of new workshops (by category) established	2	8
	Establish and nurture small cottage industries to support welfare of staff and prisoners	Increased production and productivity of prisons industries	Number of cottage industries developed per year	1	2
	Full Mechanization of the Prisons industries (Furniture production, Tannery, Garment production, Soap production, Arts & Crafts and Leather products)	Increased production and productivity	No of workshops fully equipped with industrial machinery & equipment	4	8
			Pairs of uniform produced by per year		
			Staff uniform	12,013	43,642
			Prisoners' uniform	72,844	121,138
			Number of Liters of Liquid detergents produced per year	68,000	136,000
			Number of pairs of shoes produced per year	TBD	2,435,768
			Number of Furniture products per category produced per year		
			Office Chairs	650	4,105
			Office Desks	134	4,105
			Boardroom sets	58	98
			Non-Tax Revenue generated in Billion shillings	1.451	8.744
			Return on industry investment (CBR) per year	TBD	1.5
	Strengthen marketing and distribution of prisons products	Increased prisons products market absorption	No. of Seed marketing and distribution dealers	0	11
			No. of Strategic distribution centers established	11	15
			MT of seed distributed or sold per year	741.258	4,016.25

3.4.5 Objective 5: Strengthen governance, institutional capacity and accountability

The objective aims at enhancing the capacity of UPS to create a supportive framework to effectively fulfill its mandate. This will involve developing an updated and conducive policy, legal, and regulatory environment to ensure seamless performance. Key components include enhancing the capacity and adequacy of staff, entrenching performance measurement, retooling prison offices and improving the management of all UPS estates.

Additionally, UPS will prioritize enhancing compliance with national and institutional policies, regulations, standards, and systems. This focus on transparency and accountability will be integral to all operations and activities, ensuring that the organization operates efficiently and effectively in achieving its goals.

Key interventions under governance, institutional capacity and accountability.

1) **Retooling of UPS in terms of office equipment.**

   a. Equipping UPS service delivery points with office equipment

2) **Strengthening Human Resource Administration and Development**

a. Accreditation of the Prisons Academy and Training School (PATS)

b. Establish a modern training school at Kitalya

c. Implementation of the Human Resource Development Plan (HRDP)

d. Ensure full implementation of the UPS organization structure

e. Recruitment, retention and capacity building of staff through professional and specialized courses.

f. Establishment of competence-based training system with emphasis on simulation models

3) Strengthen policy development, research and legal services

a. Prioritizing the completion of the Corrections policy

b. Finalize development of a rehabilitation and reintegration model

c. Undertaking the development of new policies including ICT, disability among others.

d. Conducting new researches

4) Assets management register developed and operationalized

a. Developing an up-to-date UPS assets register

b. Strengthening UPS land security and management

c. Acquisition of land to address misalignment in central region and other selected prisons reflected in Annex 2

5) Strengthening planning, Performance Management, Monitoring and Evaluation and Accountability

a. Enhance strategic planning at all levels.

b. Developing annual performance plans and targets at all levels of management

c. Strengthening data management systems

d. Developing and reviewing development projects

e. Developing an M&E framework and constituting an M&E team

f. Monitoring and evaluation of all institutional indicators/activities

6) Staff welfare improvement

a. Expanding and strengthening the operations of the Duty-Free Shop to facilitate staff construct their own homes

b. Strengthening the operations of the Prisons SACCO

c. Strengthen the operations of Murchison Bay staff hospital (Equipment and staffing)

d. Establishment of the spouse's empowerment Projects in 50 prisons – detailed in the annex

e. Improvement of provision of staff logistical and dietary provisions

f. Establishment of staff children education schools

g. Empowerment of staff canteens in 20 prisons – detailed in the annex

7) Strengthening Inspectorate and quality assurance

a. Enhancing compliance with service delivery standards

b. Developing a service delivery checklist

c. Ensuring compliance to institutional policies

8) Strengthening international, regional and local partnerships

a. Promoting positive public relations through regional, international, and local collaborations

b. Participation in national functions, sports, and media engagements.

Table 3.15: Expected Interventions and outputs – Outcome 5.1

PIAP Intervention	MDA Objective	Outcome	Indicators	Baseline FY2023/24	Target FY2029/30
Strengthen programme institutions for effective and efficient service delivery	Strengthen governance, institutional capacity and accountability.	Enhanced institutional capacity, performance and accountability	Level of public satisfaction with UPS services	TBD	80%
			Percentage of achievement of performance targets	TBD	100%
			Level of compliance to institutional policies	TBD	100%
			Percentage of positions filled in the UPS organization structure	33.3%	43%
			Number of staff benefitting from staff welfare programs	100%	100%

Outcome 5.1 Enhanced institutional capacity and Performance.

UPS will prioritize strengthening policy development and research to support transformation of every prisoner into a responsible and productive citizen. A key focus will be the development and implementation of the Human Resource Development Plan (HRDP) aimed at enhancing staff recruitment, retention, and capacity building. This includes accrediting the Prisons Academy and Training School, and improving performance management systems. Additionally, efforts will also target upgrading estates management, retooling prison service areas, and entrenching Monitoring and Evaluation systems for better performance measurement.

Table 3.16: Expected Interventions and outputs – Outcome 5.1

PIAP Output	UPS Intervention	Output	Indicator	Baseline FY2023/24	Targets 2029/30
Institutions retooled	Retooling of UPS in terms of office equipment	All UPS service delivery points fully equipped	No. of UPS service delivery points equipped with office equipment[7]	200	269
Capacity of security personnel enhanced	Strengthening Human Resource Administration and Development	Development of the HRD Plan	HRD Plan developed	0	1
		Staff capacity enhanced	No. of new staff recruited and trained per year	0	2,000
			Number of staff trained in prisons professional and management courses per year.	1,595	2000
			Percentage of positions filled in the UPS organization structure	33.3%	43%
			A modern training school at Kitalya in place	0	1
			A competence-based training curriculum developed	0	1
			A fully accredited PATS by NCHE	0	1
		Reduced untimely staff attrition	Attrition per year	305	200
Research and Development undertaken	Strengthen policy, research development and legal services	Policy reviews and, research and innovations development conducted	A Corrections policy in place	0	1
			A rehabilitation and reintegration model in place	0	1
			Number of new policies developed	0	2
			Number of researches conducted per year	0	3
Program institutional overheads managed	Strengthen estates management and administration	Assets management register developed and operationalized	An up-to-date UPS Assets Register in place	0	1
		UPS land security and management strengthened	Number of prisons parcels of land surveyed and titled	62	200
			Acres of land acquired	0	1,200
Planning and Budgeting Services coordinated	Strengthening planning and performance, Management and Accountability	5-year strategic investment plan developed	Institutional strategic plan in place	0	1
		Strategic investment plan reviewed	Number of SIP reviews conducted	0	1
		Annual performance plans and targets developed at all levels of management	Annual performance plans and targets in place	0	5
		Annual budgets and work plans formulated	Annual budgets and work plans in place	0	5
		All development projects developed and reviewed	Number of development projects developed per year	0	1
Monitoring and Evaluation coordinated			Number of development projects reviewed	0	4
		M&E framework developed and M&E team constituted	M&E framework and structure in place	0	1
			Number of regions with a designated M&E officer	0	
		Monitoring and evaluation of all institutional indicators/activities conducted	Number of performance management reviews conducted with Directorates and departments	TBD	4 per year
			Number of performance management reviews conducted with regions (RPCs)	0	19
			Evaluation and performance reports per year	0	5

Outcome 5.2: Improved welfare of staff

Under this objective, the Service will strengthen the Prisons SACCO to enable staff to access loans at affordable

7 UPS Service delivery points include; prisons units, prisons headquarters, training schools, regional offices and district offices

interest rates. The Duty-Free Shop will also be enhanced to help staff prepare for retirement by providing subsidized construction materials. Additionally, staff spouses will be encouraged and supported to engage in income-generating activities, as guided by H.E. the President. Efforts will also focus on establishing schools for staff children and supporting staff welfare projects, particularly staff canteens.

Table 3.17: Expected Interventions and outputs – Outcome 5.2

PIAP Output	UPS Intervention	Output	Indicator	Baseline FY2023/24	Targets 2029/30
Economic empowerment of security personnel and their spouses enhanced	Expanding and strengthening the operations of the Duty-Free Shop.	Duty Free Shop Strengthened	Number of staff that benefit from Duty Free Shop per year	84	120
			No. of operational duty-free shop outlets	16	19
	Enhancing staff spouses' economic empowerment projects	Staff spouses' empowerment Projects in prisons established	No. of prisons with staff spouses' empowerment projects	4	50
	Enhancing staff welfare programs	Staff canteens in all units strengthened	Number of prisons with staff canteens	TBD	200
	Strengthen the Prisons SACCO	SACCO operations increased.	Proportion of staff that are SACCO members	90.9%	100%
Improved safety and security of prisons	Improving quality of staff health care	Staff known to be living with HIV/AIDS supported	Number of staff known to be living with HIV/AIDS supported with nutritional support	743	900
		Staff health centers established	No. of staff health centers established at regional level	1	5
Formal Education to the children of security personnel enhanced	Establishment of staff children's education programs	Staff children schools established	Number of staff children secondary schools constructed, equipped and operationalized	0	3
			Number of staff children vocational schools constructed, equipped and operationalized	0	1

Outcome 5.3: Enhanced compliance with policies, regulations, standards and systems

The Service shall ensure compliance with all established standards, procedures, and operational regulations, while adopting and implementing anti-corruption measures by reinforcing the role of the Inspectorate and

quality assurance.

Table 3.18: Expected Interventions and outputs – Outcome 5.3

PIAP Output	UPS Interven-tion	Output	Indicator	Baseline FY2023/24	Targets FY2029/30
Prisoners and juveniles delivered to court	Strengthening Inspectorate and quality assurance	Inspectorate and quality assurance Strengthened	Service delivery check-list`	0	1
			Number of prisons complying with set standards	TBD	269
			Level of compliance to institutional policies	TBD	100%

3.7 UPS Projects for the Development Plan

These are projects that have been identified to have high multiplier effect with significant impact to the achievement of UPS Vision, Mission, Mandate and development agenda. These projects will form the central focus for project implementation, monitoring and evaluation.

Table 3.19: UPS Development Projects

Core Projects	Status	Source of funds	Finance (shs. bn)	Start Date	End Date
Enhancement of Prisons Production Systems and Value Addition Project	Implementation	GOU	284.449	FY2024/25	FY2028/29
Fully Integrated Prisons Industries Project	Feasibility	GOU	565. 046	FY2025/26	FY2029/30
Prisons Infrastructure Upgrade and Development Project-Phase I	Feasibility	GOU	388.835	FY2025/26	FY2029/30
Uganda Prisons Security and Safety Equipment Project	Concept	GOU	517.137	FY2025/26	FY2029/30

3.8 Service and Service Delivery Standards.

The interventions that have been detailed in the previous chapters are aimed at delivering service and service delivery standards as documented in the Prisons Act, Prisons Standing Orders and Prisons Rules and regulations, other planning and regulatory frameworks

Table 3.20: Service standards

Mandate Area - (2)	Service Description - (3)	4. Guiding Frameworks			Service Delivery Standard - (8)	Relevance to Programming - (9)
		Policies - (5)	Legislation - (6)	Vision 2040 - (7)		
Safety and Security	Prison holding capacity per prisoner		Prisons Act, 2006		3.6 Sq. meters per prisoner	SDG 3: Ensure healthy lives and promote well-being for all at all ages SDG 6: Ensure availability and sustainable management of water and sanitation for all.
	Provision of decent accommodation & housing to all eligible staff	Presidential Guideline and Directives, No.13	Prisons Act, 2006		Two (2) bed-roomed house per junior staff; A bungalow for senior staff.	
	Access to basic necessities for prisoners (health, food, clothing, sanitation, water)	Prisons Standing Orders	Prisons Act, 2006		At least 20 liters of safe and clean water per prisoner per day	
			Prisons Act, 2006		One (1) mattress & two (2) blankets per inmate	
			Prisons Act, 2006		Two (2) pairs uniforms per inmate per year	
			Prisons Act, 2006		Two (2) complete pairs of uniforms per staff per year	
		Prisons Rules & Regulations, 2012	Prisons Act, 2006		Three (3) meals a day per prisoner at regular intervals basing on ration scale A	
Access to Justice	Length of stay on remand		Prisons Act, 2006; Human Rights Enforcement Act 2019		Capital offenders: 6 months (180 days) Petty Offenders: 2 months (60 days)	Goal 16: Promote Peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Offender Rehabilitation and Reintegration	Formal Education services to offenders				Teacher - learner Ratio: Primary School - 1:55 Secondary School - 1:40	SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
					Learner - Classroom Ratio: Primary School - 1:55 Secondary School - 1:40	
	Vocational educational services to offenders				Instructor to trainee ratio - 1:5	
					A tool kit for each inmate trainee in selected vocation	
					Competence certificates for each inmate trainee upon completion of respective selected vocational trade.	
Prisons Production	Maize grain production and productivity				Time - Per season (6months). Quality – Grade A grain Quantity – 2.5MT per acre	SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture:
	Seed production and productivity				1.35MT per acre per season with a germination rate of 95%	
	Cotton production and productivity				700kgs per acre per season	

Table 3.21: Service Delivery Standards

The Service delivery standards that the Service aims at delivery in the next five years are as shown in the table below;

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Responsibility Centre/ Service delivery point
Provide safe, secure and humane custodial services	Increased Prisons holding capacity	Prison holding capacity per prisoner	3.6 Sq. meters per prisoner	All prisoners	Admission to prison	Construction of prisoners' wards	Construction inputs	No user fees.	Prison station
	Improved staff accommodation	Number of staff housing units constructed	Two (2) bed-roomed house per junior staff; A bungalow for senior staff.	All staff	Must be a prisons officer	Construction of staff houses	Construction inputs	No user fees.	Prison station
	Improved staff and prisoners' welfare	Coverage of safe water sources	At least 20 liters of safe and clean water per prisoner per day	All prisoners and staff	Must be a prisoner or a prisons officer	Establishment of safe water sources in prisons & barracks	Construction inputs	No user fees.	Prison station
		Enhanced access to basic necessities for prisoners e.g. health, food, clothing, sanitation	One (1) mattress & two (2) blankets per inmate	All prisoners	Must be a prisoner	Issuance by the Officer in Charge		No user fees.	Prison station
			Two (2) pairs uniforms per inmate per year	All prisoners	Must be a prisoner	Issuance by the Officer in Charge		No user fees.	Prison station
			Two (2) complete pairs of uniforms per staff per year	All staff	Must be a prisons officer	Issuance by the Officer in Charge		No user fees.	Prison station
			Three (3) meals a day per prisoner at regular intervals basing on ration scale A in Prisons Rules and Regulations, 2012	All prisoners	Must be a prisoner	Issuance by the Officer in Charge		No user fees.	Prison station

Strategic Objective	Output/ Service description	Key Performance Indicator	Standard	Target beneficiary of service	Access criteria to obtain service	Methodology for providing service	In-Puts	User fee/ contribution by service recipient	Responsibility Centre/ Service delivery point
Provide rehabilitation & reintegration services for the transformation of offenders	Strengthened the delivery of formal education programs	Teacher-learner Ratio:	Primary School - 1:55 Secondary School - 1:40	Offenders	Enrolling in education programs	Offender Registration and enrollment	Stationery and scholastic materials	GOU & Donor support. No user fees	Prison station
		Learner - Classroom Ratio:	Primary School - 1:55 Secondary School - 1:40	Offenders	Enrolling in education programs	Offender Registration and enrollment	Stationery and scholastic materials	GOU & Donor support. No user fees	Prison station
	Strengthened vocational education	No. of offenders enrolled in vocations by trade per year	A tool kit for each inmate trainee in selected vocation	Offenders	Enrolling in vocational programs	Offender Registration and enrollment	Vocational training materials & inputs	GOU & Donor support. No user fees	Prison station
		Instructor to trainee ratio	1:5	Offenders	Enrolling in vocational programs	Offender Registration and enrollment	Vocational training materials & inputs	GOU & Donor support. No user fees	Prison station
		Number of trainees trade tested	Competence certificates for each inmate trainee upon completion of respective selected vocational trade.	Offenders	Enrolling in vocational programs	Offender Registration and enrollment	Vocational training materials & inputs	GOU & Donor support. No user fees	Prison station
Enhance access to justice	Improved access to justice for all prisoners	Length of stay on remand	Capital offenders: 6 months (180 days) Petty Offenders: 2 months (60 days)	Remand prisoners	Admission to prisons system on remand	Delivery of prisoners to courts	Vehicles, fuel escorts	No user fees; Fulfilling bail conditions for eligible prisoners	Prison station,
Enhance prisons production and productivity while facilitating delivery of correctional services.	Increased productivity of prisons farms	Maize grain productivity per acre	Time - Per season (6months). Quality – Grade A grain Quantity – 2.0MT per acre	All staff and prisoners	Selected prisons farms	Maize grain production on selected prisons farms.	Agricultural inputs, machinery & implements	No user fees.	Prisons Farms
		Seed productivity per acre	1.35MT per acre per season with a germination rate of 95%	All farmers	Selected prisons farms	Selected prisons farms.	Agricultural inputs, machinery & implements	No user fees.	Prisons Farms
		Cotton productivity per acre	700kgs per acre per season	Cotton ginneries	Selected prisons farms	Selected prisons farms.	Agricultural inputs, machinery & implements	No user fees.	Prisons Farms

4 CHAPTER FOUR.

FINANCING FRAMEWORK AND STRATEGY

4.1 Cost Drivers in UPS

The major cost driver of UPS budget is the prisoner population. The population exerts pressure on feeding, holding capacity, sanitation, utilities (water & electricity), medical care, uniforms (for staff & prisoners), staff numbers and staff accommodation as well as delivery of prisoners to courts. Prison population also has cost implications on rehabilitation and re-integration services, security, management and administration for effective and efficient delivery of custodial services.

4.2 Budget

To implement the SDP VI and deliver planned outputs, Ugshs.2,471.091bn is required as summarized in the table below.

Table 4.1: Required Budget for SDP V

Category	Amount in Billions					
	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Wage Recurrent	160.658	163.937	179.385	183.972	188.695	876.647
Non-Wage Recurrent	328.943	380.904	479.278	520.583	626.718	2336.426
Development	83.397	145.601	137.536	141.01	148.476	656.02
Total	**572.998**	**690.442**	**796.199**	**845.565**	**963.889**	**3,869.093**

However, the Ministry has been allocated **shs.12,667.467bn** in the Medium-Term expenditure Framework as shown in the table below;

Table 4.2: Medium Term Budget Projections

Classification	Amount in Billions					
	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Total
Wage	149.044	156.497	164.321	172.537	181.164	823.563
Non-Wage Recurrent	320.812	375.350	431.653	517.982	621.579	2,267.376
Development	59.707	68.663	75.529	90.635	108.762	403.296
Total	**529.563**	**600.510**	**671.503**	**781.154**	**911.505**	**3,494.235**

Table 4.3: Funding Gap over the medium term

Classification	Amount in Billions					
	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Total
Wage	11.614	7.440	15.064	11.435	7.531	53.084
Non-Wage Recurrent	8.131	5.554	47.625	2.601	5.139	69.050
Development	23.690	76.938	62.007	50.375	39.714	252.724
Total	**43.435**	**89.932**	**124.696**	**64.411**	**52.384**	**374.858**

Table 4.4: Required financing for core projects

Project	Amount in Billions					
	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	Amount in Billions					
Enhancement of Prisons Production Systems and Value Addition Project	70.17	81.84	65.80	42.25	24.39	284.45
Fully Integrated Prisons Industries Project	56.50	172.53	196.56	112.41	27.05	565.04
Prisons Infrastructure Upgrade and Development Project-Phase I	67.72	70.40	85.53	106.10	59.09	388.83
Uganda Prisons Security and Safety Equipment Project	51.71	77.57	181.00	155.14	51.71	517.13
Total	**246.11**	**402.33**	**528.89**	**415.89**	**162.23**	**1,755.45**

4.5 Funds mobilization strategy

The Service will implement this plan with resources provided from Government of Uganda consolidated fund. To attract funding from various sources, UPS shall demonstrate and document the impact of every shilling spent on service delivery. The resource mobilization strategies will include;

Strengthening Inter-sectoral/Program linkages with MAAIF, NAADS, NARO, Health, Education, Trade & Industries, Security and water sectors, national and international development partners and civil society organizations to leverage resources from the respective sectors. The Service will develop bankable project proposals for funding using resources from the identified respective areas

Strengthening use of cost-effective solutions - especially in Prisons Infrastructure Development: UPS will equip and expand the Prisons Engineering Gang to leverage the staff skills, inmate labour and cheap local materials

Credit financing for establishment of the following production support systems;

i) Maize grain harvesting, processing and storage system,

ii) Seed processing and treatment plant,

iii) Cotton spraying, processing and ginning systems,

iv) Irrigation systems, and

v) Setting up industrial infrastructure and equipment for furniture production.

Linkage with development partners

a) Institutional investment plan is aligned to the Governance and Security, and Administration of Justice Program Action Plans and strategic plans, hence annual work-plan activities must be drawn from Investment plan.

b) Institutional performance indicators must contribute to program indicators.

c) Rationalize investments based on agreed strategy for rationalized de-concentration of services.

Preparation of technical project proposals for funding.

The Directorate of Research, Policy and Project Development (RPPD) will be strengthened to provide leadership fr development and implementation of bankable projects for funding

Enhancing use of Appropriation in Aid (AIA)

Uganda Prisons Service is one of the few Votes benefiting from Appropriation in Aid. There is need for observing AIA guidelines in addition to exploring avenues for increasing NTR generation. Production projects will be enhanced for increased NTR generation to be channeled to other unfunded/underfunded service delivery areas

Private Public Partnerships (PPP): The PPP Act, 2015 enables institutions to scale up infrastructure development with deferred payments. The key interventions will include;

i) Establishment of the Tannery, Foot wear, textile and garment factories and expansion of furniture production

ii) Unlocking the value of prisons assets like prime land located in cities and municipalities for infrastructure development and financing other critical service delivery areas with maximum returns

Alignment of Prisons to other institutions of CJS through such innovations as;

i) Adoption of small sized model prisons that allows provision for future expansion while maintaining the meaning of a prison;

ii) Mapping of Prisons Vs the gazetted courts to inform interventions for cost reduction in accessing justice

Table 4.5: UPS SDP VI Financing Framework

Sources of Financing	2025/26	2026/27	2027/28	2028/29	2029/30	Total	% share by source of financing
Central Government Transfers	334.757	468.568	386.496	409.349	421.618	1,986.08	80.4%
Non-Tax Revenue	61.241	71.874	89.703	105.216	122.271	485.016	19.6%
Total	**395.998**	**540.442**	**476.199**	**514.565**	**543.889**	**2471.091**	**100.0%**

5 CHAPTER FIVE.

INSTITUTIONAL ARRANGEMENTS FOR PLAN IMPLEMENTATION

5.1 Introduction

This implementation and management strategy takes cognizance of the existing institutional arrangements and systems and procedures such as the annual budgets, annual work-plans, annual departmental targets, the organizational structure, Governance and Security program structures and inter-sectoral linkages.

The aim of this strategy is to enhance implementation of the Strategic Investment Plan through strengthening institutional capacity and maximizing synergies amongst key stakeholders to achieve efficiency in resource use. UPS will strengthen its partnerships with other MDAs, the private sector, development partners and the civil society to deliver its mandate.

The strategies for SDP VI are in line with the NDP IV and are aimed at achieving Uganda Vision 2040 aspirations. They will address the underlying implementation challenges and emerging issues that hinder the Service from achieving its mandate. They include governance and accountability, ownership and participatory implementation of the Plan, implementation leadership at various levels, prioritization of interventions, alignment of planning, budgeting, financing and implementation, and project implementation and management frameworks.

5.2 Pre-requisites for effective implementation of DP V

The following are the pre-requisites for successful implementation of this Strategic Investment Plan;

a) Management commitment at all levels

b) Ownership and understanding of SDP VI by all stake holders.

c) Effective use and management of information for decision making.

d) Behavioral change, patriotism and change of attitude;

e) Effective monitoring and evaluation system to support implementation

f) Clarity of roles and responsibilities of actors and stakeholders;

g) Effective partnerships with various stakeholders.

h) Human resource capacity and conducive working environment and;

i) Effective and efficient resource mobilization and utilization processes.

5.3 Implementation Frameworks and Support Reforms

SDP VI will be implemented using existing government structures. The structures include; Ministry of Internal Affairs, Prisons Authority, Commissioner General of Prisons, Deputy Commissioner General Prisons, Directorates, Heads of Departments and Regional Prisons Commanders and District Prisons Commanders and Officers in Charge. Each of these structures has a role in the implementation of the strategic plan as described below:

Leadership committee of Governance and Security Program

The UPS is largely aligned to the Governance and Security Program under the leadership of Office of the President, that is accountable for the delivery of Program results. The Leadership Committee is responsible for political leadership and guidance to the Program. It shall be responsible for the articulation of the Vision and provide political leadership for the Programme implementation.

The Programme Working Group

The Governance and Security, and Administration of Justice Program Working Groups shall provide technical guidance on alignment of the UPS priorities to the Program PIAP targets, monitor program performance and delivery of results, ensure alignment of its Programme Implementation Action Plan (PIAP) and budgets with the National Development Plan (NDP) and provide strategic direction to the implementation of the program PIAP to ensure performance meets the standards by law. The programme Secretariat will undertake coordination of the programme.

Program Technical Working Groups and Secretariat

The Governance and Security, and Administration of Justice Program Working Groups shall support and facilitate regular programme-level planning, budgeting, and performance engagements, and ensure timely reporting and data flow.

National Planning Authority provides overall guidance and technical support to the development planning process and will offer training services to UPS to build its capacity in development planning, plan implementation, monitoring, supervision and evaluation

Ministry of Finance Planning and Economic Development will provide financial resources for implementation of this Development Plan, provide technical guidance on budgeting and monitor monitoring utilization of resources

Ministry of Internal Affairs

The Ministry of Internal Affairs (MoIA), provides the overall political and policy direction and takes lead in the mobilization of resources for DP V implementation. MoIA will be accountable to Cabinet and Parliament for ensuring efficient and effective use of resources during DP V implementation. The Ministry will supervise, monitor and evaluate the strategic plan implementation and ensure that UPS is accountable for the performance and resource use.

The Prisons Authority

The Prisons Authority is chaired by the Minister of Internal Affairs and the Permanent Secretary as its Secretary. The Prisons Authority, is the policy making body, mandated to ensure that an enabling environment for the strategic plan implementation exists. It provides oversight to provision of custodial services in Uganda. The Authority shall hold the CGP accountable for UPS performance and strategic plan implementation. The CGP shall present the UPS performance report every six months to the Prisons Authority for review and assessment.

The Commissioner General of Prisons (CGP)

The CGP shall provide overall leadership and policy direction for DP VI implementation and shall set targets that will be the basis for assessing the performance of the Directorates. The targets will be aligned with DP VI results. The set targets shall be, aligned to DP VI results, and a basis for assessing the performance of the Directorates. The CGP shall submit a semi-–annual report to the Prisons Authority and provide accountability for the progress being made towards the realization of the results and performance targets laid out in DP VI. CGP shall also provide leadership to the mobilization of resources required for SDP VI implementation.

UPS Directorates

The Directorates shall be accountable for the respective results set out in DP VI and as assigned by the CGP. The Directors will supervise and set performance targets aligned DP VI for departments under their respective mandates. The Heads of Departments shall develop annual work plans and budgets aligned to this plan for its effective implementation. The workplans shall be the basis of target setting and the basis for the performance assessment of the respective departments. Every department shall produce a quarterly progress report and provide accountability for the progress made on the performance targets laid out in DP VI. The Directorate of Research, Policy and Projects Development shall compile semi-annual and annual performance reports on DP VI implementation.

UPS Departments

Departments are at the forefront of DP V implementation. They link the technical capabilities in the units and sections with DP V aspirations. Each Department will have annual performance targets aligned to DP VI. The Departments shall be accountable for delivery of results aligned to their mandates and report to their respective Directors. The departments shall be responsible for the supervision, set performance measures for Divisions and Sections in order to attain their mandate. They, in addition, will adopt the adopt the Work Improvement Teams (WIT) approach to the management and delivery of custodial services

Regional Prisons Commanders

Regional Prisons Commanders shall be accountable for ensuring that all Prisons units in their regions of jurisdiction undertake implementation of policies and interventions laid out in DP VI. The RPCs shall supervise, monitor and evaluate, through the District Prisons Commanders, the prison units and ensure that all planned out puts are attained at unit level. RPCs will produce a quarterly progress report to account for DPVI implementation in their regions. The RPCs will ensure that stations develop their annual work plans and budgets to support implementation DP VI actions at their levels.

Prison Units

Prison units at all levels will be the unit of focus for DP VI implementation. The units will ensure that planned activities for the respective levels are executed.

1. The Service will focus on alignment of planning, budgeting, financing and implementation of key projects and programs in line with NDP IV priorities.
2. This will require enhancing and harnessing of synergies and ensuring holistic and sequenced approach to implementation of interventions as well as improved coordination of cross cutting issues. A number of projects that will turn Prisons into a productive service will be developed for inclusion into the Public Investment Plan (PIP).
3. Enhance and strengthen Public Private Partnerships (PPP) through coordination with National Planning Authority (NPA), Ministry of Justice and Constitutional Affairs and Ministry of Finance Planning and Economic Development (MoFPED).
4. Comprehensive & Holistic Rehabilitation programme to bridge the skills gap in the country, increase rates of employability of inmates and reduce recidivism rates. This requires a comprehensive review of the offender needs assessment & placement approach and re-evaluate the vocational training curriculum to facilitate relevant skills acquisition.
5. Adoption of a results-oriented management. All spending units shall prepare their plans and budgets clearly identifying their expected outcomes and outputs linkage to SIP IV. This will create a direct link between the Plan and annual budgets.
6. Fast track development of Prisons Management Information Systems (PMIS) and streamline communication channels at all levels of administration to facilitate tracking and assessment of performance in various programs and projects.
7. Strengthen the Monitoring and Evaluation Department to track implementation and coordination of the Development Plan

5.4 Institutional and Financing Sustainability Arrangements

The wide stakeholder consultations/participation in the development and implementation of the plan will ensure sustainability of the institutional projects and programs. Plan has been designed in such a way that it is clear on what will be done by which department and division.

Stakeholder participation will be based on the Monitoring and Evaluation framework and arrangements of this plan and will be strengthened in line with the M&E reforms in the Service.

In order to strengthen, the participatory approach to plan implementation, UPS management will enhance the capacity of a number of departments to play the oversight and supervisory role in plan implementation. These include Monitoring and Evaluation, Statistics and planning function in order to enhance coordination and participation of all other stake holders.

5.5 Capacity Building

The Service will continue to build the performance monitoring and evaluation capacity of all Prisons Officers at different levels of administration.

Human Resource and Planning Departments, working together with OPM, NPA and Public Service will conduct training for all lower, middle and strategic level managers in the UPS with the aim of building a critical mass of officers to facilitate development plan implementation and entrench performance management at all levels of service delivery. The key players targeted for this capacity building include Regional Prisons Commanders, Officers in Charge, District Prisons Commanders, Welfare Officers, Rehabilitation and Reintegration Officers among others.

CHAPTER 6.

COMMUNICATION STRATEGY AND FEEDBACK

6.1 Information Dissemination and Awareness Creation

In line with the Government Communications Strategy (2011), efforts will be made to ensure that the Development Plan is explained and understood by all stakeholders. The UPS in liaison with the relevant MDAs and non-state actors, will be responsible for the dissemination and awareness creation, including information, education, communication and publication of this Development Plan to all relevant stakeholders.

Using already existing institutions at national and district level, UPS will utilize the media to engage the public on aspects of implementation and clarify on the roles of all stakeholders in each respect. In addition, it will enhance dialogue, buy-in, collaboration and participation of all stakeholders in the SDP implementation.

In popularizing this development plan, UPS will use both the electronic and print media and other means that will ensure the SDP reaches the intended audience as well as uploading the development plan on the UPS website.

Other activities in this regard, will include publication and dissemination document to all internal and external stakeholders, holding implementation dialogue meetings with all heads of departments, regional commanders and all Officers in Charge and other stakeholders.

Feedback will be provided through the M & E and supervision systems to be established.

6.2 Communication and Feedback Mechanisms

The UPS will strengthen established performance management and communication mechanisms to augment provision of information and knowledge, increase awareness, encourage action, build consensus, change behavior and attitudes, promote community participation and resolve conflicts among stakeholders. These include

Annual Performance Review

The UPS is cognizant of the importance of institutional performance and performance reviews. The service shall strengthen quarterly performance reviews to track progress at all levels of administration.

Quarterly, semi-annual and annual performance reviews shall be conducted regularly and progress report produced and disseminated as a key feedback mechanism. These reports will contain an assessment of the performance of the UPS, including its contribution to the performance of the respective NDP IV programs and national development, and the contribution of the other stakeholders in development

CHAPTER 7.

RISK MANAGEMENT

7.0 Introduction

To achieve the development goal, objectives and identified key interventions, there is need to exploit the available opportunities as identified in chapter two (2). However, these come along with risks that may hamper the realization of the intended results.

These risks are not only interconnected but also systematic in nature where they can be identified and categorized. The UPS administration needs to appreciate the risk categorization and the complex interaction of various aspects that define the development agenda at different levels.

7.1 External Risks:

This category basically lies largely outside the UPS control. The focus therefore is to identify them, assess their potential impact and figure out how best to mitigate their effects should they occur. These include high prisoners' population growth rate, inflation, political or geo - political risks, terrorism, disease outbreak, low uptake of partnership among others

7.2 Strategic Risks:

These are risks that the Ministry and the country assumes in pursuit of achieving superior growth and development objectives. These include high unemployment & increasing population of young people; public investment risks; high influx of foreigners including refugees; inadequate MDA financing

7.3 Operational/Preventive Risks:

These are risks, whose occurrences are within the control of UPS and once identified early, their likeliness to occur can easily be countered. They include accidents, desertion/abscondment, escape, fire outbreak, high prisoners' population growth rate, misappropriation, mutiny/staff strike, riot among;

The risk assessment and analysis of the potential risks is based on the key causes, the likelihood of occurrence and their expected impact on the realization of the objectives and results of the SDP.

7.4 External/Operational

These are risks that their occurrences are both within and outside the control of UPS. They include Disease outbreak, Low uptake of Partnership among others.

Table 7.1: Risk Assessment and Categorization

No.	Risk	Risk Category	Root cause/factors	Assessment of inherent risk			Risk response/Mitigation
				Likelihood	Impact	Risk Rating	
	High Prisoners Population Growth Rate	External Risk	High crime rate Change in sentencing regime (Long sentences)	High	Significant	Severe	Strengthen Partnerships with other Criminal Justice Agencies
	Inflation	External Risk	Increase in the supply of money in circulation that outpaces economic growth	Medium	Moderate	Moderate	Incorporate the projected inflation rate during planning.
	Political or Geo - Political Risks	External Risk	Political Insecurity	Low	Significant	Moderate	Strengthen Partnership and Patriotism in UPS. Support intelligence led operations through prisons intelligence Provide backup force to maintain law and order in the country
	Terrorism	External Risk	Poverty and Political discontent Emergency of various terrorist groups in neighboring states	Low	Significant	Moderate	Strengthen use of Force Multipliers such as CCTV High security and citizens' alertness at all times Strengthen internal and external intelligence in partnership with other security agencies
	Climatic Change induced risks (drought, flooding)	External Risk	Human activity Global warming Natural causes	High	Severe	High	Enforce environmental management practices including large scale afforestation Mainstreaming climate change into sector dev't plans, including translation of key priorities into sector annual plans and budgets Research to inform policy, planning & action on climate change in Uganda Emergency preparedness contingency plan
	Disease outbreak	External/ Operational	Poor Sanitation Poor disease control measures	Medium	Moderate	Moderate	Strengthen WASH facilities Strengthen awareness on disease control measures Strengthen disease surveillance in all prisons
	Low uptake of Partnership	External/ Operational	Lack of good will	High	Moderate	High	Enriching key strategic partnerships Incorporate tracking of results of such partnership in monitoring and evaluation
	Accidents	Operational Risk	Faulty/defective machineries Recklessness	Medium	Moderate	Moderate	Fleet improvement and Training of drivers Operational manuals and guidelines Infrastructure upgrade and development. Sanctions on non-compliance on administrative instructions and guidelines. Disaster and emergency management strategies
	Desertion/Absconding	Operational Risk	Poor staff welfare Lack of guidance & counselling Poor recruitment criteria	Very High	Minor	Moderate	Improving staff welfare and conditions of work. Implementing the staff development plan. Continuous guidance and counselling.
	Escape	Operational Risk	Weak prisons infrastructures Weak intelligence system Negligence.	Very High	Minor	Moderate	Strengthen prisoners' infrastructure using force multipliers Strengthen Intelligence System

No.	Risk	Risk Category	Root cause/factors	Assessment of inherent risk			Risk response/Mitigation
				Likelihood	Impact	Risk Rating	
	Fire outbreaks	Operational Risk	Improper electrical installation in some prisons' buildings Electrical kitchens not well maintained and monitored	Low	Significant	Moderate	Installation of Firefighting Equipment Training of Staff on the usage of the equipment. Implement routine electrical maintenance Application ICT to support intelligence, surveillance & security monitoring
	Misappropriation	Operational Risk	Weak policies regarding budget performance and accountability	Low	Significant	Moderate	Strengthen budget performance and accountability
	Mutiny/Staff Strike	Operational Risk	Weak intelligence system Inadequate career guidance to staff Human right violations	Low	Significant	Moderate	Strengthen Prisons Intelligence System Continuous career guidance Strengthen human right observance amongst staff,
	Prisons Riots	Operational Risk	Poor dynamic security Human right violations Unease among prisoners	Low	Significant	Moderate	Strengthen Dynamic Security and Prisons Intelligence led operations Installation of Surveillance systems Strengthen human rights in prison

Key

Colour Rating	Likelihood	Impact	Risk Rating
	Low	Minor	Low
	Medium	Moderate	Moderate
	High	Significant	High
	Very High	Very significant	Severe

8 CHAPTER EIGHT.

HUMAN RESOURCE DEVELOPMENT FOR PLAN IMPLEMENTATION

8.1 Introduction

The Human Resource Development Plan (HRDP) seeks to address gaps in human resource capacity, optimize current staffing, and project future needs, while taking into account the strategic objectives of the Service in this plan.

The Service has 13,449 uniformed staff (4,021 females), majority (40.2%) of whom are in the middle age (31-40 years) bracket. As already noted in the situation analysis, the service recruited 6,267 staff in the last five years. However, 1,216 staff were lost in various forms of staff attrition leading to decline in the staff - prisoner ratio from 1:5 to 1:7, given the increase in prisoner population by 21%. A low staff-to-prisoner ratio affects staff performance, including overworking staff, creating a risk of ineffective service delivery, and jeopardizing prison security.

8.2 Demand-Side Analysis (Employment Assessment)

The Service has an approved staff structure of 39,462 staff of various skills, competences and qualifications. However, the service is currently operating at 33% of the approved staff structure. The analysis of the technical skills composition of the Service personnel reveals gross variations between the required and available skills, characterized by critical shortages in essential skills such as medical, education, agricultural engineering, veterinary, and other production sciences as well as engineering professionals as shown in the table below. This severely limits critical service delivery for both staff and inmates. Conversely, the Service has an excess of administrative skills, predominantly in finance, procurement, and general management.

The analysis further reveals that in terms of gaps, the administrative cadre positions are only 35.4% filled, medical which is the cornerstone of any functional institution is only 33.6% filled, professional and science cadre positions are 64.0% and 31.0% filled respectively. It's noteworthy that, the surplus of staff in some positions (Environmental health, Medical Record, Accounts, Economics, Procurement & Logistics and Forestry) does not offsets the staffing deficits in other skills domain due to the varying skill requirements in those specific areas.

Table 8.1: Approved structure Vz. Filled structure

Category	Approved Structure				Filled Structure				Gap
	Grad	Dip	Cert	Total	Grad	Dip	Cert	Total	
Administrative Cadres	2,021	5,316	24,622	31,959	784	765	9,774	11,323	- 20,636
Medical Cadres									
Anaesthetic	23	21	2	46					- 46
Audiology	1	1		2					- 2
Biomedical Engineering	2	9		11	1	-	-	1	- 10
Clinical Microbiology	-			-					-
Clinical Medicine	73	131		204	5	51	4	60	- 144
Clinical Psychology	5			5					- 5
Cold Chain		1	7	8					- 8
Counselling	39	2		41	12	9	4	25	- 16
Darkroom Attendant			2	2					- 2
Dermatology	1			1					- 1
Dentistry	13	17	9	39	1	2	-	3	- 36
Dietician		2		2					-2
Dispenser	9	11		20	-	1	-	1	-19
Emergency Care Assistant		6	9	15					-15
Entomology	5	2		7	1	-	-	1	- 6
Environmental Health	15			15	12	10	6	28	13
Epidemiology	3			3					- 3
Health Education	4	38		42					-42
Health Information Assistant			44	44	-	2	2	4	-40
Health Inspector		45		45					-45
Hygiene Assistant			58	58					-58
Imaging Technology	13			13					- 13
Laboratory	27	104	78	209	6	9	127	142	- 67
Medical Dispatching		2		2					- 2
Medicine & Surgery	105			105	16	1	1	18	- 87
Midwifery			108	108	-	12	90	102	- 6
Mortuary Attendant			17	17					- 17
Nursing	234	592	841	1,667	4	40	468	512	-1,155
Nutrition	17			17	4	2	-	6	- 11
Occupation Therapist	2	4		6					- 6
Ophthalmology	-			-	-	2	-	2	2
Optometrist	3			3					-3
Orthopaedic	8	12		20	-	1	-	1	-19
Pharmacy	9	39	4	52	3	4	-	7	-45
Physiotherapy	4	6		10	-	1	-	1	-9
Public Health	2			2	5	2	5	12	10
Radiographer	3	7		10	-	3	-	3	-7
Radiology	1			1					-1
Medical Records	4	11	2	17	1	15	43	59	42
Sonography	11			11					-11
Speech & Language Therapy	2			2					-2
Theatre Assistant		9	21	30	-	-	6	6	-24
Vector Control	7	37		44					-44

Category	Approved Structure				Filled Structure				Gap
	Grad	Dip	Cert	Total	Grad	Dip	Cert	Total	
Sub Total	645	1,109	1,202	2,956	71	167	756	994	-1,962
Professional Cadres									
Accounts	59	33	33	125	47	94	22	163	38
Audit	5			5					-5
Economics	18			18	63	-	.	63	45
Education	474	242	138	854	42	67	282	391	-463
Legal	44	14		58	24	21	2	47	-11
Monitoring & Evaluation	18	20		38					- 38
Procurement & Logistics	41	5		46	57	41	14	112	66
Project Planning	3			3	2	1	-	3	-
Research	13	4		17					-17
Sub Total	675	318	171	1,164	235	224	321	780	-384
Science Cadres									
Agriculture	358	146	36	540	86	134	116	336	- 204
Engineering	487	611	1,360	2,458	42	78	396	516	-1,942
Fisheries	3			3	1	1	-	2	- 1
Forestry	5			5	8	3	3	14	9
ICT/Computer Science	64	195	7	266	86	43	34	163	- 103
Sports Science	4			4	3	-	-	3	- 1
Statistics	17	26		43	9	-	-	9	- 34
Veterinary	23	28	13	64	6	-	-	6	- 58
Sub Total	**961**	**1,006**	**1,416**	**3,383**	**241**	**259**	**549**	**1,049**	**- 2,334**
Grand Total	**4,302**	**7,749**	**27,411**	**39,462**	**1,331**	**1,415**	**11,399**	**14,145**	**- 25,317**

8.2.1 Required skill sets to implement UPS mandate

In accordance with the extended mandate of the Service, which includes seed production, cotton production, furniture manufacturing, and internal capacity building for construction, alongside the core mandate of safe custody and rehabilitation of offenders, the following skill sets are required to effectively implement the mandate:

1. Cotton production

The Service requires expertise in agronomy, pest and disease management, cotton harvesting, ginning technology, and textile processing. Additionally, knowledge in value chain management and market analysis will be essential for optimizing production and ensuring economic sustainability.

2. Seed Production

To enhance seed production, skills in plant breeding, seed quality assurance, certification, storage, and distribution will be required. Personnel must be proficient in seed viability testing, hybridization techniques, and compliance with national and international seed production regulations.

3. ICT Development

The evolving operational environment necessitates expertise in software development, network administration, cybersecurity, and data analytics. The Service also requires capacity in ICT infrastructure management to support automation, digital record-keeping, and operational efficiency.

4. Engineering (Construction & Manufacturing)

In line with the objective of building internal capacity for construction, the Service requires skills in civil and structural engineering, electrical and mechanical engineering, and furniture and woodworking technology. Additionally, competencies in project management, cost estimation, and quality assurance are necessary to ensure efficiency and sustainability in construction and manufacturing projects.

5. Health & Sustainability

To promote the well-being of staff and offenders, the Service must enhance capacity in public health, sanitation, medical and clinical services, and environmental sustainability. Expertise in disease prevention, mental health support, nutrition, and renewable energy solutions is critical for fostering a healthy and rehabilitative environment.

6. Offender & Staff Children Education

In fulfilment of the duty to support rehabilitation and family integration, the Service requires competencies in curriculum development, teaching, special needs education, and psychosocial support. Furthermore, educational administration and policy formulation skills are essential for the effective planning and implementation of educational programs for offenders and staff children.

The service also has 31 formal education institutions (24 primary schools, 5 secondary schools and 2 university-affiliate centers offering education by correspondence) to offer formal education to inmates. However, there are no formally established inmates' enrolment mechanisms into formal education due to practical challenges associated with the delivery of education, including lack of classrooms, teachers and learning facilities. In terms of staffing, there were 448 teachers, 35 (7.8%) are uniformed teachers (UPS), and 380 (84.8%) were inmate teachers. This is in addition to lack of skilled and qualified instructors for offering vocational education. Out of the required 48 instructors, only 15 are available.

8.3 Human Resource Assessment (Supply-Side Analysis)

In order to address the gaps and excesses in the different cadres over the next five years, there is need for a detailed plan based on supplier analysis, recruitment priorities and resource allocation to address the emerging and existing issues. These include:

a) **Technological Changes:** The UPS faces increased pressure to adopt digital systems to manage inmate data, track rehabilitative progress, and monitor facility operations. However, this transition requires comprehensive training in digital skills and information management systems.

b) **Health Crises:** Overcrowding in prisons worsens the risk of communicable diseases and mental health issues among inmates. There is an urgent need for more custodial medical personnel, particularly mental health professionals, to address the psychosocial needs of prisoners and prevent the spread of diseases.

c) **Inmate Rehabilitation:** As part of the national agenda, UPS plays a crucial role in rehabilitating inmates through vocational training and education. However, the lack of qualified trainers and teachers in the system is hindering this effort, limiting the ability to prepare inmates for reintegration into society.

d) **Mechanization of prisons production enterprises:** As we transition from manual labor to modernized production processes, UPS will prioritize the training of both inmates and staff in the operation, maintenance, and management of advanced machinery across key industries such as agriculture, carpentry, metal fabrication, and textiles. This initiative aligns with our rehabilitation mandate by equipping inmates with marketable technical skills that enhance their employability upon reintegration into society. Additionally, UPS will collaborate with technical institutions and industry stakeholders to ensure the training curricula meet national standards and labor market demands.

e) **Need for special skills to address critical issues (Engineering, ICT, etc):** With the ongoing modernization of prison industries, there is demand for technical expertise to design, operate, and maintain advanced machinery, manage digital systems, and implement automation processes. Engineering skills are inadequate for designing and maintaining efficient systems and infrastructure within our production enterprises. Additionally, ICT expertise is low in integrating digital solutions, improving data management, and ensuring seamless communication across the service. As part of our strategic planning, UPS will prioritize recruiting and developing these technical skills, ensuring that our workforce is equipped to meet

the challenges of modern correctional management while improving efficiency and self-sufficiency within our institutions.

The summary of key skill sets required to effectively implement the plan are reflected in the table below;

Cadre	Gap
Medical	2,029
Scientists	2,343
Professional cadres	534

UPS will introduce innovative strategies to improve recruitment, training, and retention. These strategies will go beyond conventional approaches to significantly impact human resource development.

1. **Introducing Targeted Recruitment Campaigns and Partnerships:** UPS will develop partnerships with universities, vocational institutes, and health training colleges to establish a **"UPS Graduate Trainee Program."** This program would offer internships and apprenticeships, providing students with practical experience in correctional services, healthcare, ICT, and rehabilitation. Successful trainees will then be fast-tracked into the UPS employment system. Also enhance collaboration and partnership with educational institutions to deliver comprehensive capacity building and management training for UPS staff.

2. **Establishment of Mobile Training Units:** UPS will strengthen its capacity for continuous professional development by delivering on-site training to staff in different prison facilities, particularly in remote areas. The mobile units would consist of training experts who offer modular, short-term courses in areas such as mental health, ICT, vocational training, and new correctional approaches and techniques that meet global best practices.

3. **Introduction of Skill Mapping and Placement** through **Competency-Based Deployment** that tracks the skillsets and qualifications of each employee, making it easier to identify gaps and opportunities for career advancement.

4. **Skill-Based Promotions**: Introducing a skill-based promotion system based on acquired competencies and completion of specialized training rather than solely on years of service.

5. **Establishing a Mentorship and Leadership Development Program** where senior officers mentor junior staff, guiding them through their career paths and helping them acquire essential skills for advancement. Include leadership training courses to prepare staff for higher responsibilities.

6. **Telemedicine Partnerships:** Collaborate with health professionals via telemedicine platforms, allowing UPS health staff to consult specialists and participate in remote training sessions.

7. **Establish Prison Health Training Centers** within selected prison facilities to offer specialized mental health care, infectious disease management, and emergency response training. These centers could also partner with medical schools and health NGOs to deliver advanced training modules.

8. **Technology Integration:** UPS will implement digital tools for data management, inmate tracking, and facility monitoring. An e-learning platform will also be developed to provide staff with continuous education and skill-building opportunities without disrupting their day-to-day duties.

9. **Establishing a Staff Welfare and Wellbeing Program:** This will include regular health checks, psychological support, fitness programs, and financial literacy workshops. This program should also offer flexible work arrangements for those in demanding roles.

8.4 Interventions and Actions

Table 8.2: Interventions to implement the Human Resource Plan

Intervention	Activities
Staff Recruitment and Training.	a) Advertise job openings through new papers and other formal media platforms b) Facilitate the recruitment teams in all Administrative Prisons Regions. c) Enroll all the recruited staff on the payroll. d) Train the recruits.
UPS Graduate Trainee Program and partnership with educational institutions	a) Develop the training modules b) Partner with the Ministry of Public Service for policy alignment. c) Develop an internship program in prison institutions to provide practical exposure. d) Conduct periodic evaluations e) Collaborate with the institutions to develop customized courses and training programs that address specific organizational needs.
Establishment of Mobile Training Units	a) Design and implement mobile training curriculums for Staff. b) Constitute the training teams to various stations for on-site capacity building. c) Organize workshops and seminars to enhance service delivery. d) Procure digital platforms for remote training and virtual learning.
Introduction of Skill Mapping and Placement	a) Conduct regular skills audits for civil servants. b) Develop an integrated database for tracking staff expertise. c) Review and harmonize human resource policies to align with institutional and national development goals. d) Conduct the professional development programs to address skill gaps. e) Deploy staff based on institutional needs f) Skill-Based Promotions
Skill-Based Promotions	a) Establish a criteria for skills and competencies required for each role. b) Conduct skill assessments to evaluate employee capabilities that meet promotion criteria. c) Create a transparent promotion process to ensure fairness.

Intervention	Activities
Technology integration	a) Train staff in digital literacy and modern administrative tools. b) Introduce automated performance monitoring and reporting systems. c) Enhance data protection policies to safeguard Prison records. d) Promote digital transformation through Prisons' innovation hubs.
Establishing a Mentorship and Leadership Development Program	a) Design a structured mentorship framework and leadership curriculum. b) Conduct training sessions focused on leadership skills.
Health services expansion (Telemedicine Partnerships, Prison Health Training Centers)	a) Establishment of inter-ministerial collaborations on policy matters to expand prison healthcare. b) Identify prison facilities to host health training centers and renovate spaces to meet training requirements c) Implement telemedicine solutions in Prison Health Centers. d) Train healthcare staff on telehealth systems and digital records. e) Conduct public health awareness campaigns targeting prison populations
Establishing a Staff Welfare and Wellbeing Program	a) Introduce stress management and wellness programs for UPS Staff b) Construct accommodation for all staff and improve working conditions. c) Conduct training and awareness programs on diversity and inclusion. d) Establish mentorship programs to support e) Establish grievance-handling mechanisms and open dialogue for staff concerns.

9 CHAPTER NINE.

MONITORING AND EVALUATION

9.1 Introduction

UPS will implement a Results-based M&E system and the attached results matrix shall provide the basis for monitoring. UPS Monitoring and Evaluation will be a continuous process, but specifically it will be conducted quarterly, semi-annually and annually. The Program M&E system will draw on a number of information sources. These include existing data gathered and included in the (1) UPS Performance and Statistical reports, (ii) specially designed qualitative and quantitative surveys/research, (iii) stations' data gathering recorded in the data capture tools and any other source that may be deemed useful in respect of M&E

9.2 The Evaluation Framework

There will be two evaluations carried out; Mid Term Evaluation and End Term Evaluation.

The surveys will be independently conducted by recognized institutions to ensure objectivity. The UPS M&E data (quarterly, semi-annually, and annually) will be critical in providing a basis for the evaluations and the survey Terms of Reference.

International best practice will be employed to ensure reliability and accuracy, including survey design, sample selection, statistical analysis and interpretation to enable attribution of changes in the outcomes to the plan interventions in respect of relevance, timeliness and fulfilment of objectives, business efficiency, effectiveness, impact and sustainability

9.2.1 Progress Reporting

All annual budgets and work plans shall be aligned to the Ministry of Internal Affairs Strategic Development Plan. The Service shall report progress quarterly to the Ministry of Finance, Planning and Economic Development. The Service shall submit Semi Annual and Annual Performance Reports to the Governance and Security, and Administration of Justice Programs and the Office of the Prime Minister to support the structures of the Government Semi-Annual Performance Report (GSAPR) & Government Annual Performance Report (GAPR).

Citizenship Score Cards shall be conducted every financial year to disseminate information to the citizens and also provide feedback from the populace to improve the planning process.

9.2.2 Mid-Term Evaluation

The Service will undertake a mid-term evaluation in financial year 2027/28. This will inform the midterm evaluation of the National Development Plan IV and also extract lessons from the implementation of the UPS Strategic Development Plan VI. The report generated will be used to reengineer the programs so as to achieve the goals set in the strategic plan. The Service will conduct a survey on key indicators of progress and perception in the third year of implementation of the strategic plan.

9.2.3 End of Term Evaluation

At the end of the strategic plan period, the Service will undertake an evaluation to ascertain the level of achievement focusing on final impact and outcomes, their relevance, cost-effectiveness and sustainability of the results. The Service will develop its M&E plan and the evaluation matrix clearly identifying the impact of the strategic plan during the first year of implementation.

9.3 Arrangements for Results Monitoring

The M&E matrix shall elaborate the arrangements for monitoring and evaluation of the plan. The overall responsibility for M&E will be vested with the UPS Monitoring and Evaluation unit coordinated by the Projects Development Department. The Projects Development Department shall disseminate the M&E plan and ensure that in each outcome, the agreed upon outputs and activities are implemented in appropriate sequence according to the implementation plan. Results-based implementation and management has been adopted with outputs contributing to specific outcomes and outcome indicators, as identified in the results matrix clearly articulated as well as the indicators to measure performance.

There shall be special emphasis on M&E capacity building and production of statistics. The timing of the training will be at regular intervals and target participants with responsibility for M&E at all levels including those responsible for gathering data at the station and regional levels. This is intended to raise the quality of data collection and aggregation

The Uganda Prisons Service Top management team led by Commissioner General of Prisons Can. Dr. Johnson Byabashaija inspecting the newly completed Luzira Prison Staff Clinic.

9.4 Alignment to the Program Implementation Action Plans

Table 9.1: Illustration of UPS Interventions to the Program Implementation Action Plans

PIAP Interventions	Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department
Program Name: Governance and Security										
Programme Goal: A Peaceful and Secure Uganda Adhering to the Rule of Law										
Vote Goal: A transformed prisoner into a responsible, law abiding and productive citizen										
Programme Objective 1: To strengthen the capacity of Security Agencies to address Security threats and emergencies										
PIAP Intermediate Outcome: Efficient and effective security services										
Vote Objective 1: Provide safe, secure and humane custodial services for transformation of prisoners										
Vote Outcome: Safe and secure prison environment										
Strategic Intervention 1.1: Maintain modern and formidable security sector agencies, for security and emergencies	PIAP output 1.1.1: Technical Capability enhanced	No of prisons equipped and retooled with assorted safety and security equipment	266	269	269	269	269	269	Performance reports	Safety & Security Operations
		Number of prisons equipped with ICT equipment and systems	15	10	10	10	10	10	Performance reports	ICT
	PIAP output 1.1.2: Capacity of Security Personnel Enhanced	Number of personnel recruited		2000	2000	2000	2000	2000		HRM, HRD&P
		Number of personnel trained		2500	2500	2500	2500	2500		HRD&P
		Staff: prisoner ratio								HRM, HRD&P
	PIAP output 1.1.3: Improved safety and security of prisons	Occupancy rate (%)	371.8	3.6024	3.4868	3.3713	3.2557	3.1402	Statistical Abstract	Estates & engineering
		Mortality rate among Prisoners	3.3/1,000	3.04/1,000	2.78/1,000	2.52/1,000	2.26/1,000	2/1,000	Statistical Abstract	Health Services
		Prisons holding capacity	21126	23016	28906	30796	36686	38576	Statistical Abstract	Estates & engineering
		No. of functional prisons medical facilities	171	171	172	172	172	172	Performance reports	Health Services

Strategic Intervention 1.2: Enhance the welfare of security personnel and veterans	PIAP output 1.2.1: Housing of Security personnel improved	Proportion of prisons staff properly housed	48.9%	50.1%	51.2%	52.4%	53.5%	54.7%	Performance reports	E&E
	PIAP output 1.2.2: Formal education to the children of security personnel enhanced	No. of prisons staff children schools constructed and equipped	0	0	0	1	0	0	0	Educ. & Vocational
	PIAP output: Economic empowerment for security personnel and their spouses Enhanced	Number of prisons staff benefitting from Duty Free Shop per year	10855	500	600	650	700	750	Activity Report	SAC, GAWs
Vote Objective 4: Enhance prisons production and productivity while facilitating delivery of correctional services										
Vote Outcome: Reduced Taxpayers burden of maintaining offenders in custody										
Strategic Intervention 1.3 Strengthen the capacity of the security forces and agencies to contribute to national development	Output 1.3.2: Prisons production enterprises Enhanced	Non-Tax Revenue generated from prisons enterprises in billions	33.734	46.426	55	65	70	117.235	Performance reports	UPS
Program Objective 3: To enhance efficiency in the delivery of justice, law and order services										
PIAP Intermediate Outcome: Increased access to JLOS Service points.										
Programme Objective 3: To enhance efficiency in the delivery of justice, law and order services										
Vote Objective 2: To provide rehabilitation and reintegration services for the transformation of offenders										
Vote Outcome: Offenders successfully rehabilitated & reintegrated										
Strategic Intervention 3.2: Strengthen the justice law and order and governance service delivery systems	Output 3.2.3: Crime Prevention and response Strengthened	Offenders successfully rehabilitated and reintegrated		6000	7000	9000	11000	12000	Performance reports	R&R

PIAP Interventions	Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department
Strategic Intervention 3.1: Enhance equitable access to justice for social economic development	Output 3.1.1: Appropriate infrastructure for Justice, Law, and Order Developed	No. of prisons reception centers constructed	0	1	1	1	1	2	Statistical Abstract	UPS
	Strategic Output 3.1.2: Equitable justice services provided	Number of Prisoners linked to actors in the criminal justice system	34,046	40,000	40,000	40,000	40,000	40,000	Performance reports	UPS
		Proportion of eligible prisoners produced to courts of law to access justice	100%	100%	100%	100%	100%	100%	Performance reports	UPS
Program Objective 9: Strengthen the administrative, legal, institutional and coordination capacity for Governance and Security										
PIAP Intermediate Outcome: Enhanced institutional capacity, coordination and collaboration.										
Vote Objective 5: Strengthen governance, institutional capacity and accountability										
Vote Outcome: Improved institutional performance										
Intervention 9.1: Strengthen programme institutions for effective and efficient service delivery	Output 9.1.1.1: Institutions retooled	No. of prisons retooled with office equipment and furniture	266	269	269	269	269	269	Performance reports	E&E
	Output 9.1.1.3: Programme institutional overheads managed	% of UPS recurrent overhead costs paid	1	1	1	1	1	1	Performance Report	Accounts
	Output 9.1.1.6: Statutory reports produced	No. of UPS audit reports produced and submitted		4	4	4	4	4	Performance reports	Internal Audit
	Output 9.1.1.8: Records Management coordinated	% of mails received, processed and dispatched	1	1	1	1	1	1	Performance reports	HRM

	Output 9.1.1.10: Communication and Public Relations Coordinated	Number of UPS Public relations activities coordinated	4	4	4	4	4	4	Performance reports	CCA
	Output 9.1.1.11: Cross cutting issues mainstreamed	%. of UPS cross cutting issues coordinated	1	1	1	1	1	1	Performance reports	All Departments
	Output 9.1.1.12: Information and communication technology uptake enhanced	%. of prisons equipped with functional computer	0.24	0.392	0.544	0.696	0.848	1	Performance reports	ICT
	Output 9.1.1.13: Planning and Budgeting Services coordinated	No. of UPS performance reports produced and submitted	4	4	4	4	4	4	Performance reports	Planning & Statistics
		No. of UPS Statistical Abstracts/Reports produced	13	13	13	13	13	13	Statistical Abstract	Planning & Statistics
	Output 9.1.1.14: Monitoring and Evaluation conducted	No. of UPS M&E reports produced and submitted	4	4	4	4	4	4	UPS M&E Reports	M&E PD
	Output 9.1.1.15: Research & Development undertaken	No. of researches undertaken		3	3	3	3	3	Research reports	Policy & Research
	Output 9.1.1.17: Strategic Plans developed	UPS Strategic Plan in place	1					1	Strategic plan	Planning & Statistics
	Output 9.1.1.19: Staff Salaries and related benefits paid	All UPS staff salary and related benefits paid	1	1	1	1	1	1	UPS Payroll	HRM
Program Name: Administration of Justice Programme										

PIAP Interventions	Output	Indicator	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Department
Programme Goal: Improved access to justice for all.										
Programme Objective 1: Strengthen a people-centered justice delivery system										
PIAP Intermediate Outcome: Improved disposal of cases in the justice system										
Vote Objective 3: To promote access to Justice										
Vote Outcome: Increased equitable access to justice										
Intervention 1.1.4.1: Strengthen Implementation of court orders	Output 1.1.4.1.1: Prisoners and Juveniles delivered to Court	Proportion of eligible prisoners produced to courts of law to access justice	100	100	100	100	100	100	Statistical Abstract	UPS
Intervention 1.1.4.2: Promote human rights-based approach	Output 1.1.4.2.1: Prisoners and Juvenile human rights observed	Number of eligible prisoners produced to courts of law to access justice		1,850	1,950	2,050	2,150	2,250	Statistical Abstract	UPS
Intervention 1.2.1.1: Increase the coverage of justice service delivery points	Output 1.2.1.1.1: Presence of Justice service delivery points enhanced	Number of new justice service delivery centers operationalized	0	3	3	2	2	2	Statistical Abstract	UPS
	Output 1.2.1.3.4: Transport equipment acquired	Number of transport equipment acquired to support Justice service delivery	0	17	17	17	17	17	Statistical Abstract	UPS

9.1.1 Results Chain FY2020/21– 2024/25

Impact Indicators:

1) Escape reduced from 5.3/1000 to 3.5/1000
2) Mortality rate among prisoners reduced from 3.3/1,000 to 2.0/1,000 held prisoners
3) Recidivism rate reduced from 13.4% to 12.8%

Table 9.2: UPS Results Chain FY2025/26– 2029/30

Outcome	Outcome indicators and targets	Key Outputs
Objective 1: Provide safe, secure and humane custodial services for transformation of prisoners		
1. Safe, and secure prison environment 2. Public safety and peace promoted 3. Improved access to health care services 4. Improved prisoners' welfare and human rights and fundamental freedoms observance 5. Improved staff welfare and working conditions	1. Escape reduced from 5.3/1000 to 3.5/1000 2. Mortality among prisoners reduced from 3.3/1,000 to 2.0/1,000 3. Congestion level reduced from 363.2% to 308.7% 4. Holding capacity per prisoner (Sq. meters) increased from 0.9 to 1.17 5. Access to safe and clean water supply increased from 97% to 100% 6. Proportion of prisoners and staff supplied with basic necessities maintained at 100% 7. Percentage of staff properly housed increased from 48.9% to 75%	1. Prisons holding capacity increased from 21,126 prisoners (76,053.6M2) to 38,576 prisoners (138,873.6M2) 2. Staff accommodation expanded by 2,500 housing units from 6,922 to 9,422 3. 20 Armory stores, 7 Gate lodges and 6 Watch towers constructed; 4. 269 prisons equipped and retooled with assorted security equipment 5. 35 specialized transport equipment acquired 6. Security monitoring systems (CCTV) installed in 21 prisons 7. PMIS and HRMIS operationalized in 269 prisons 8. Digital radios communication systems installed in 60 prisons 9. Prisons with at least a qualified health worker increased from 171 to 269 10. Prisons with health infrastructure increased from 59 to 171

Outcome	Outcome indicators and targets	Key Outputs
Objective 2: provide rehabilitation and reintegration services for the transformation of offenders		
Offenders successfully rehabilitated & reintegrated	Recidivism rate reduced from 13.4% to 12.8%	1. A rehabilitation model in place 2. All stations with functional admission and discharge boards 3. Offenders enrolled in formal education increased by category per year a) Primary: From 2,639 to 7,099 b) Secondary: From 734 to 1,420 c) Tertiary: From 51 to 99 4. Offenders enrolled in Adult Learning and Community Education (ALCE) increased from 3,643 to 6,571 annually 5. Offenders enrolled in vocational education training increased: a) Industries: From 11,880 to 21,027 b) Agriculture: From 10,120 to 17,084 6. 1,538 offenders trade tested annually 7. Offenders undergoing treatment programs increased from 10,000 to 15,000 annually 8. Prison schools with UNEB centers increased from 6 to 11 9. 5,124 prisoners provided with reintegration packages 10. 100% of convicted prisoners admitted through the admission board 11. 5,000 eligible prisoners released on parole annually 12. Rehabilitation infrastructure established: a) Four (4) offender rehabilitation carpentry workshops constructed and equipped b) Three (3) offender rehabilitation tailoring workshops constructed and equipped c) Four (4) offender rehabilitation metal fabrication workshops constructed and equipped d) Four (4) offender rehabilitation brick/block laying and concrete practice centers constructed and equipped e) Seven (7) demonstration centers established in prisons farms f) Four (4) new offender primary schools established g) Five (5) new offender secondary schools established

Outcome	Outcome indicators and targets	Key Outputs
Objective 3: Promote access to Justice.		
Increased equitable access to justice	1. Percentage of remands to the total prisoner population reduced from 47.3% to 41.3% 2. Average length of stay on remand reduced: a) Capital offences: From 17.5 to 15 months. b) And Petty Offences: From 2.7 to 2.0 months.	1. 100% appeals lodged in the appellate courts for all convicts willing to appeal. 2. 12 reception centers constructed and expanded to improve access to justice. 3. Prisoners accessing pro-bono services increased from 1,808 to 3,000 4. Prisoners accessing Paralegal Advisory Services increased to 2,000 5. Reception centers with virtual courts increased from 19 to 34 6. Virtual court points increased from 19 to 85 7. Prisoners delivered court maintained at 100% 8. 05 regional maintenance centers established in more five (05) regions 9. Reception centers with vehicles for delivery of prisoners to courts increased from 74 to 159 10. 100% ICT System integration for effective case management
Objective 4: Enhance prisons production and productivity while facilitating delivery of correctional services.		
1. Enhanced contribution of cotton required by domestic textile industries 2. Enhanced contribution of national maize seed requirement towards enhancement of food security in the country 3. Reduced Tax Payers burden of maintaining offenders in custody	1. Shs.122.27bn NTR generation per year 2. Increased contribution of prisons farms to staff and prisoners maize grain feeding requirement per year from 25.98% to 98.35%	1) Yield per acre increased Maize seed: From 1,012kgs to 1,350kgs. Grain: from 941kgs to 2,500kgs Cotton: from 249Kgs to 700Kgs Sunflower: from 204Kgs to 800kgs Soybean: from 143kgs to 500kgs 2) Land under production increased per year a) Maize seed: From 1.769 to 5,000 acres b) Grain: From 11,216 to 30,000 acres c) Cotton: From 5,538 to 10,000 acres d) Sunflower: From 546 to 10,000acres e) Soybean: From 735 to 2,000acres 3) Farm production output increased per year a) Maize seed – 4,725MT b) Grain – 60,000MT c) Cotton – 7,000MT d) Sunflower- 8,000MT e) Soyabean-1,000MT 4) Multiplication rate for cattle increased from 10% to 30% per year 5) Beef livestock number increased from 1,616 to 6,000 per year 6) Forest cover increased from 1,428 to 1,928 acres. 7) 4 Irrigation schemes established 8) 6 New Industrial production workshops established 9) 2 cottage industries developed and nurtured – Sopa making and Briquettes making 10) 6 workshops fully equipped with industrial machinery & equipment 11) Pairs of uniforms produced per year (Staff uniforms increased from 12,013 to 43,642; Prisoners' uniforms from 72,844 to 112,061) 12) 136,000 liters of liquid detergents produced per year 13) 8,308 furniture units produced per year; (4,105 office chairs; 4,105 office desks and 98 Boardroom sets) 14) 2 Silo storage facilities operationalized 15) 1 Seed processing and treatment plants established 16) 4,016.25MT of seed distributed or sold per year 17) 11 Seed marketing and distribution dealers acquired

Outcome	Outcome indicators and targets	Key Outputs
Objective 5: Strengthen governance, institutional capacity and accountability		
Enhance institutional capacity of UPS and performance	1. Increased level of public satisfaction with UPS services from 90% to 95% 2. 100% achievement of performance targets	1) Corrections law and policy place 2) 2 Policies formulated i.e. corrections policy, A rehabilitation and reintegration model. 3) Prisons retooled increased from 266 to 269 4) Research agenda developed; 3 applied research studies conducted 5) Human Resource Development Plan developed 6) Competence-based curriculum developed 7) An operational modern training school at Kitalya. 8) PATS and its programs accredited by the National Council for Higher Education from 9) Percentage coverage of the established staff structure increased from 33.3% to 43% 10) 2,000 staff recruited and trained per year 11) Staff attrition reduced from 305 to 200 per year 12) 5-yr Institutional Development plan developed. 13) Annual performance Management plans and targets developed 14) 01 Annual budget and Work-plans developed per year 15) 01 Project developed and 04 projects reviewed per year 16) M&E plan developed & M&E Division strengthened 17) Statistical reports produced 18) An up-to-date UPS Assets Register in place 19) Prisons whose land is surveyed and titled increased from 62 to 200 20) 1,200 acres of land acquired for establishment of prisons 21) Duty Free Shop beneficiaries increased from 2,261 to 2,465 22) Prisons with Staff spouse's empowerment Projects increased from 04 to 50 23) UPS SACCO operations increased 24) Staff and their dependents known to be living with HIV/AIDS supported from 743 to 900 25) Staff canteens empowered in 100 prisons 26) Staff children schools established 27) Service delivery Performance checklist developed 28) All stations complying with Set standards and systems 29) All groups of visiting justices facilitated to each prison

HE The President inspecting the Ug.Prisons stall during the inagural 2024 Kampala Defence and Security Expo.

ANNEXES

Annex 1: Cost Implementation Matrix

Result	Output	PIAP Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30
Program Name: Governance and Security							
Programme Objective 1: To strengthen the capacity of Security Agencies to address Security threats and emergencies							
Vote Objective 1: Provide safe, secure and humane custodial services for transformation of prisoners							
Strategic Intervention 1.1: Maintain modern and formidable security sector agencies, for security and emergencies	Technical Capability enhanced	Equipping and retooling of prisons with assorted security equipment	5.526	5.511	5.458	5.471	5.445
	Capacity of Security Personnel Enhanced	Recruitment and training of prisons personnel	19.19	19.19	19.19	19.19	19.19
		Continuous professional development of prisons personnel through specialized training	6.12	6.12	6.12	6.12	6.12
	Improved safety and security of prisons	Construct prisoners' accommodation infrastructure	4.466	107.386	4.098	4.336	4.068
		Construct, renovate, expand and equip prisons health infrastructure	4.84	5.69	4.404	6.492	4.624
		Acquisition of ICT and Security Infrastructure	4.878	4.136	1.337	0.605	0.789
		Acquisition of specialized transport equipment	1.227	1.227	1.227	1.227	1.227
		Upgrade Prisons Intelligence and Security System	0.618	0.544	0.544	0.4	0.4
		Upgrade Water & Sanitation in prisons	0.698	2.198	1.098	2.178	0.28
		Undertake Health Promotion, Disease prevention & mgt for all staff & prisoners	7.543	9.135	7.602	7.453	7.719
		Undertake observance of human rights & fundamental freedoms through provision of basic necessities of life	159.783	173.388	181.532	195.65	207.652
Strategic Intervention 1.2: Enhance the welfare of security personnel and veterans	Housing of Security personnel improved	Construct, expand and renovate of prisons staff housing units	3.92	5.12	5.12	5.12	6.32
	Formal education to the children of security personnel enhanced	Construct, equip and operationalize prison staff children's schools	1	2	2.07	0.5	
	Economic empowerment for security personnel and their spouses Enhanced	Capitalize and continually stock the Prisons Duty Free Shop	2	2	2	2	2
		Undertake & fully operationalize prisons staff and staff spouse's empowerment projects	0.2	0.5	0.5	0.5	0.5
Vote Objective 2: To provide rehabilitation and reintegration services for the transformation of offenders							
Strategic Intervention 3.2: Strengthen the justice law and order and governance service delivery systems	Crime Prevention and response Strengthened	Rehabilitate and successfully reintegrate prisoners	3.08	2.68	2.806	2.86	3.116
Vote Objective 3: To promote access to Justice							
Strategic Intervention 3.1: Enhance equitable access to justice for social economic development	Appropriate infrastructure for Justice, Law, and Order Developed	Construct Prisons and operationalize to complete the chain of justice	8	8	8	8	16
	Equitable justice services provided	Link prisoners to actors in the criminal justice system	1.863	2.973	3.063	3.233	3.823
		Delivery of all eligible prisoners to courts of law	7.71	8.985	9.32	9.47	9.57
Vote Objective 4: Enhance prisons production and productivity while facilitating delivery of correctional services							
Strategic Intervention 1.3 Strengthen the capacity of the security forces and agencies to contribute to national development	Prisons production enterprises Enhanced	Enhance production and productivity of prisons enterprises	23.607	32.991	51.756	38.164	28.916

Vote Objective 5: Strengthen governance, institutional capacity and accountability							
Intervention 9.1: Strengthen programme institutions for effective and efficient service delivery	Institutions retooled	Conduct UPS periodic audit and Risk Management	0.499	0.499	0.499	0.499	
		Retooling Uganda Prisons Service	19.591	19.506	17.251	15.471	
	Programme institutional overheads managed	Payment of electricity & water bills	18.336	19.036	19.036	19.036	
	Statutory reports produced	Conduct UPS periodic audits	0.499	0.499	0.499	0.499	
	Records Management coordinated	Coordinate UPS records management	0.456	0.456	0.456	0.456	
	Communication and Public Relations Coordinated	Undertake media engagements, and coordinate public relations activities	3.584	3.584	3.584	3.584	
	Cross cutting issues mainstreamed	Mainstream HIV/AIDs, Gender and Equity, and Environment Management issues.	3.865	3.871	3.876	3.886	
	Information and communication technology uptake enhanced	Coordinate UPS Information Technology	0.5	0.5	0.5	0.5	
	Planning and Budgeting Services coordinated	Coordinating the planning, budgeting, and the statistical functions of UPS	1.477	1.487	1.489	1.537	
	Monitoring and Evaluation conducted	Conduct M & E of UPS activities	0.12	0.12	0.13	0.13	
	Research & Development undertaken	Undertake Research on LCCs	1.278	1.278	1.278	1.278	
	Strategic Plans developed	Develop UPS Strategic plan		0.35		0.35	
	Staff Salaries and related benefits paid	Pay UPS Staff Salaries and related benefits	135.829	136.09	137.781	138.042	
Program Name: Administration of Justice Programme							
Programme Objective 1: Strengthen a people-centered justice delivery system							
Vote Objective 3: To promote access to Justice							
Intervention 1.1.4.1: Strengthen Implementation of court orders	Prisoners and Juveniles delivered to Court	Delivery of all eligible prisoners to courts of law	1.863	2.973	3.063	3.233	3.823
Intervention 1.1.4.2: Promote human rights-based approach	Prisoners and Juvenile human rights observed	Monitor Human Rights observance and practices in all UPS Service delivery areas	0.664	0.447	0.447	0.099	0.447
Intervention 1.2.1.1: Increase the coverage of justice service delivery points	Presence of Justice service delivery points enhanced	Construct and operationalize Prison reception centers to complete the chain of justice, including female prisons	2.905	2.905	2.24	2.24	2.04
	Transport equipment acquired	Acquire fleet to support the delivery of justice	4.35	4.35	4.35	4.35	4.35

Annex 2: Construction of low-cost prisoners' wards (70 prisoners' capacity or 252 sq. meters each ward)

Region	Prison	No of Wards
North East	Kotido	2
	Moroto (w)	1
	Nakapiriprit	1
	Amita	1
	Amudut	1
Northern	Patongo	1
	Pader	1
	Kaladima	1
	Aswa 1	2
	Lotuturu	1
	Aswa 2	2
	Aswa 3	2
	Gulu (W)	1
North West	Giligili	2
	Lobule	2
	Paidha	1
	Bidi bidi	1
	Ragem	2
	Adjumani	1
	Yumbe	1
	Moyo (M)	1
	Moyo (W)	1
Mid Northern	Lira (M)	1
	Otuke	1
	Erute	2
	Awei	1
	Kole	1
	Aber	1
	Aloi Ongom	1
	Arocha	1

Region	Prison	No of Wards
Mid-Eastern	Odina	2
	Nakatunya	2
Eastern	Bubulo (M)	1
	Bubulo (W)	1
	Kibuku	1
	Masafu	1
	Agule	1
Iganga	Iganga (M)	1
	Iganga (W)	1
	Ikulwe (M)	1
	Kityerera	1
	Kigandalo	1
	Kaliro	1
	Imanyiro	1
	Ikulwe (W)	1
	Buyinja	1
South Eastern	Busede	1
	Nawangango	1
	Buyende	1
East Central	Ntenjeru (W)	1
	Buvuma (M)	1
	Buvuma (W)	1
	Koome	1
	Nakisunga	1
	Kayunga	1
	Buikwe	1
Central	Kasanje	2
	Buwama	1
North Central	Nakaseke	2
	Kapeeka (M)	1
	Wakyato	1
	Kapeeka (W)	1
Kooki	Rakai (M)	1
	Kasaali	1
	Lwengo	1
	Kabula	1
	Rakai (W)	1
	Mutukula	1
	Kayanja	1
	Sembabule (W)	1
South Western -Mbarara	Kamwenge	1
	Mbarara(M) – Storied wards	1
	Buhwejju	1
	Rubirizi	1
Kigezi	Ndorwa (M)	2
	Kisoro	1
	Rukungiri (w)	1
	Kihiihi	1
	Nyarushaje	1
Western	Ruimi	2
	Mubuku	2
	Mubuku Female Ward	1
	Ibuga	2
	Bwera	1
Mid Central	Kaweeri	1
	Mityana(M)	1
	Kakumiro	1
	Kassanda	1
	Mityana(W)	1
Mid-Western	Kiboga (M) - New Site	3
	Kiboga (W) - New Site	1
	Maiha	1
	Isimba	4
	Buseruka	1
	Hoima	1
	Butyaba	1
	Kiryandongo	1
	Ntetwe (W)	1
Southern	Kalungu	1
	Lukaya	1
	Kalangala	1
	Masaka (M)	1
	Mugoye	1
Total		**124**

Annex 3: Renovation of Prisoners wards

Region	Prison	No of Wards
North East	Namalu	3
Northern	Lugore	4
Mid-Eastern	Soroti(M)	4
Eastern	Tororo(M)	5
Iganga	Bufulubi	1
	Kiyunga	1
	Bugiri	1
South Eastern	Jinja (M)	1
East Central	Bugungu YP	3
	Bugungu YO	2
	Bululula	2
Central	Kapeeka	1
North Central	Nakasongola	1
South Western -Mbarara	Mbarara (M)	2
	Kakiika	1
Kigezi	Mparo	1
	Kanungu	1
Western	Fortportal (M)	3
	Bukukwanga	1
Mid Central	Kaweeri - Female Ward	1
	Mityana (M)	2
Southern	Mukungu	1
	Masaka (M)	4
	Mugoye	1
Total		**47**

Annex 4: Construction to be handled by Prisons Headquarters - Estates and Engineering Department

Activity	No of wards
Expansion of Murchison Bay (Storied wards)	4
Expansion of Kigo (Storied wards)	2
Construction of 2 Mini Max Prisons at Mbarara and Gulu	
Renovation of Masindi prison	12
Expansion of Arua (M) – (Storied wards)	2
Renovation of Murchison Bay Hospital	
Expansion of medical storage facilities at Murchison Bay Hospital	
Renovation of Murchison Bay Prison	
Perimeter wall fence at Iganga - Year 1	
Fencing of;	
YR 1: Luzira Complex, Ntenjeru, Kiruhura, Masafu, Alebtong, Pece	
YR 2: Bugungu YO, Kayanja, Kigo complex, Awei, Kihihi, Kauga	
YR 3: Bulaula, Moyo, Mityana, Bugungu YP, Kumi, Buhweju	
YR 4: Aloi Ongom, Namungalwe, Kiryandongo, Nakaseke, Ngoma	
YR 5: Kaladima, Ngenge, Rukooki, Kasali, Muduuma, Tororo (M)	

Annex 5: Low-Cost Staff Housing (Two roomed) - To be spearheaded by RPCs

Region	Prison	No of Houses/units
Northern	Pece	20
	Kaladima	20
	Amuru	20
	Nwoya	20
	Lugore	20
	Kitgum	10
	Lotuturu	20
	Aswa I	100
	Aswa II	100
	Aswa III	100
	Orom Tikao	20
	Pader	20
	Patongo	10

Region	Prison	No of Houses/units
Mid-Eastern	Soroti (M)	40
	Odina	20
	Serere	10
	Nakatunya	20
	Katakwi	10
	Kumi	10
	Kabiramaido	10
	Ngora	10
Eastern	Kibuku	10
	Ngenge	10
	Butaleja	10
	Agule	10
	Kisoko	10
	Tororo(M)	10
East Central	Nyenga	20
	Ntenjeru	20
	Bulaula	20
	Kangulumira	20
	Kauga	20
	Galiraya	10
Iganga	Kigandalo	10
	Kaiti	10
	Kaliro	9
Kooki	Kyazanga	10
	Rakai	10
	Lwemiyaga	5
	Mutukula	10
	Mateete	5
	Ntuusi	4
Mid-Western	Masindi (M)	10
	Hoima	10
	Maiha	10
	Kijumba	10
Southern	Kabonera	10
	Bukulula	6
	Mukungwe	10
	Kalungu	10
	Mugoye	10
Mid Central	Kagadi	10
	Kibale	10
	Kaweri	10
	Kakumiro	12
Mid Northern	Arocha	20
	Kole	20
	Aber	20
	Otuke	20
Western	Fortportal (M)	20
	Butiti	10
	Mubuku	10
	Bubukwanga	10
	Kyenjojo	10
	Nyabirongo	5
North Eastern	Namaalu	10
	Moroto	20
	Kaboong	10
	Kotido	10
Kigezi	Rukungiri	10
	Ndorwa	20
	Kisoro	10
	Kanungu	10
	Rubanda	10
	Mparo	10
	Kihiihi	10
	Nyarushanje	10
South Western	Mitooma	20
	Kakiika	10
	Kamwenge	10
	Sanga	10
	Kakiika	10

Region	Prison	No of Houses/units
Central	Kitalya	20
	Kasanje	10
	Kasangati	5
	Kitala	5
	Muduuma	5
	Kabasanda	10
	Butooro	10
	Buwame	5
	Nkozi	10
	Mpigi	10
South Eastern	Jinja (M)	40
	Jinja ®	20
	Busede	10
	Nawanyago	10
	Kamuli	20
	Buyende	20
	Nabwigulu	10
	Kidera	10
North Central	Nakasongola	31
	Makulubita	10
	Bututumula	20
	Ngoma	10
	Kapeeka	10
	Bamunanika	10
	Nakaseke	20
	Wabusaana	20
	Nyuimbwa	10
North Western	Yumbe	20
	Nnebi	10
	Bidibidi	10
	Olia	20
	Arua(M)	30
	Paidha	20
	Koboko	10
	Lobule	20
	Ragem	20
Kampala Extra	Luzira Complex	543
	Kigo Complex	100
Total		**2,500**

Annex 6: Health Services

Category	Location
Upgrading and provision of infrastructure for Murchison Bay Hospital to the level of a regional referral facility	Murchison Bay Prison
Upgrading infrastructure to HC IV	Arua, Mbale, Jinja, Gulu, Kitalya Mini Max and Mbarara
Upgrading infrastructure to HC III	Tororo, Bushenyi, Katakwi, Kitgum, Ntenjeru, Muinaina
TB (MDR) isolation wards	Luzira (W), Mbarara (M), and Lira
Construction of minimum infrastructure for all accredited health centers (NMS)	HC III - Isingiro, Kampala ®, Luzira (W), Luzira Upper, Butuntumula, Sheema, Kigo (Women), Kisoro, Rwimi, Bushenyi, Fort Portal (M), Lira (M), Masaka (M), Masindi (M), Moroto, Kawere, Kauga, Nakasongola, Soroti and Kigo (M) HC II - Ndorwa, Amita, Adjumani, Olia, Patongo (M), Alebtong, Amolatar, Amuria, Amuru, Kaladima, Apac Prison Clinic Hcii, Arocha, Arua (W), Giligili, Paidha, Budaka, Bugiri, Buhweju, Bugungu (Yo), Bugungu (Yp), Lugazi, Bukedea, Bubukwanga, Bushenyi (W), Masafu, Buvuma, Buyende, Dokolo, Gulu (W), Lugore, Patiko, Pece, Hoima, Kiburara, Nyabuhikye, Iganga, Jinja (R), Jinja (W), Kaabong, Butiiti, Fort Portal (W), Kibiito, Kaberamaido, Kagadi, Kalangala, Mugoye, Kaliro, Kamuli, Kawengye, Kanungu, Kapchorwa, Bwera, Ibuga, Lake Katwe, Mubuku, Rukooki, Kassanda, Bulaula, Kibaale, Kyakasengura, Bukomero, Kiboga, Kiruhura, Sanga, Kigumba, Kicheche, Orom Tikau, Koboko, Kotido, Kumi, Kwania, Ngenge, Ntwetwe, Kyegegwa, New Kyenjojo, Kaliisizo, Mutukula, Lamwo, Erute, Lira (W), Bamunanika, Nyimbwa, Kyazanga, Lwengo, Kabula, Bubulo, Masaka (Saza), Isimba, Bufulubi, Mbale (W), Kakiika, Mbarara (W),Mitooma, Magala, Mityana (M), Moyo, Buwama, Kabasanda, Kanoni, Kitala, Mpigi, Muduuma, Kijumba, Nakifuma, Nakisunga, Nakapiripirit, Namalu, Kapeeka, Ngoma, Buyinja, Kaiti, Nebbi, Ragem, Ngora, Ntungamo, Nwoya, Loro, Oyam (M), Pader, Kamuge, Rakai, Rubanda, Rukungiri, Lwemiyaga, Mateete, Sembabule, Serere, Mutufu, Nakatunya, Tororo (W), Buwambo, Kasangati, Kitalya, Sentema, Yumbe, Kakumiru, and Iganga,

Annex 7: CCTV Cameras

Category	Location
Installation of CCTV Systems	Ntungamo, Kampala (R), Murchison Bay, Jinja (R), Jinja (W), Lira (M), Fort Portal (M), Soroti (M), Tororo (M), Kotido, Bushenyi (M), Rukungiri, Ndorwa (M)
Maintenance of non-functional CCTV	8 stations of Nakasongola, Masindi, Jinja, Masaka, Gulu, Mbale, Moroto, and Mbarara

Annex 8: Digital Radio Communication Systems

SDP period	Category	Location
Year 1	HF Digital Radio Communication Systems for 10 prison units procured	RPC Kooki, RPC Iganga, Kitalya Min Max, Mutukula, Apac, Loro, Nakasongola, Kitgum, Bufulubi, and Kiburara
	VHF Digital Radio Communication Systems for ten (10) Prisons units	Moroto, Kotido, Amita, Namalu,Kitgum, Aswa Farms, Rukungiri, Loro, Apac and Adjumani prisons
Year 2	HF Digital Radio Communication Systems for 10 prison units procured	Bulaula, Nabuhikye, Jinja Main, Ibuga, Ruimi, Muinaina, Kaboong, Gilgil and Koboko
	VHF Digital Radio Communication Systems for ten (10) Prisons units	Kayunga, Bulaula, Nakasongola, Mityana, Kome island, Ruimi, Rukooki, Ndorwa and Ntungamu.
Year 3	HF Digital Radio Communication units for 10prison units procured	Ragem, Masindi, Yumbe, Upper, Loro, Mubende, Hoima, Kumi, Katakwi and Kaboong
	VHF Digital Radio Communication Systems for ten (10) Prisons units	Jinja, Iganga, Bugiri, Mityana, Mubende, Nkome inland, Kawere, Mpigi, Sentema, Entebbe, Nabuhikye and Kitalya

Annex 9: Establishment of Regional Maintenance Workshops

No	Regional Centre	Station
1	Western Region	U.G. Prison Farm Ruimi
2	South Western and Kigezi Regions	U.G. Prison Kakiika
3	Northern and North Western Region	U.G. Prison Farm Lugore
4	Eastern, Mid-Eastern and North Eastern	U.G. Prison Soroti
5	Mid-Western	U.G. Prison Farm Isimba
6	Southern, Mid central and North Central	Central Mechanical Workshop, Luzira

Annex 10: Construction of Kitchens

SDP Period	Location
Year 1	Nakasongola (M), Masindi (M), Fort Portal (M), Soroti (M), Jinja Remand, Jinja (M), Lira (M), Loro, Tororo (M), Mbale (M), Masaka (M), Ndorwa (M), Amita, Ruimi, Isimba, Mubuku, Arua (M), Moroto, Kotido and Kakiika
Year 2	Bugungu YP, Bugungu YO, Mityana, Kitalya Farm, Muinaina, Adjuman, Moyo, Aswa I, Aswa II, Aswa III, Nebbi, Iganga, Masafu, Bugiri, Gulu (M), Kaweeri, Kamwengye, Kiburara, Kauga, Kamuli, Pader, Kitgum
Year 3	Ragem, Paidha, Koboko, Bulaula, Sentema, Hoima, Kiboga, Fort Portal (W), Bushenyi (W), Nakasongola (W), Masaka (W), Mbale (W), Soroti (W), Masindi (W), Kigumba, Kiryandongo, Lugazi, Isingiro, Sheema and Buhweju
Year 4	Oyam (M), Kumi, Kakumiro, Kibaale, Kagadi, Bubukwanga, Ssaza, Kibito, Kisoro, Rubanda, Apac, Dokolo, Lira (W), Kitala, Muduuma, Giligili, Kanungu, Katakwi, Amuria and Mpigi
Year 5	Kalangala, Mugoye, Sembabule, Rakai, Mutukula, Sanga, Kyazanga, Butiiti, Pece, Yumbe, Lukaya, Butuntumula, Kapeeka, Buyende, Lamwo, Patongo, Orom Tikao, Bwera, Rukooki, Kassanda, Myanzi, Kihiihi, Mparo, Sanga, Kabula, Kyotera, Kalisizo, Buwambo, Ngogwe and Nakifuma

Annex 11: Alternative Safe water sources in 64 selected prisons.

SDP Period	Source	Location
Year 1	Deep wells	Mbarara, Mbale, Jinja, Lira, Gulu, Arua, Fort portal, Masindi, Nebbi
Year 2	Deep wells	Kayanja, Nakasongola, Kabula, Amudut, Kasanje, Nakifuma, Koome, Buvuma, Kitwe and Galilaya, Arocha, Olia, Pece, , Kaladima,
Year 3	Deep wells	Kanoni, Ngogwe, Bufulubi, Kaberamaido, Kakumiro, Kapeeka, Kibaale, Lugazi, Masafu, Mitooma, Muinaina, Sembabule, Sheema, Yumbe
Year 4	Deep wells	Bukedea, Erute, Hoima, Iganga, Kitgum, Kiyunga, Kyazanga, Rukungiri, Adjumani, Alebtong, Kaabong, Kamuli, Kiruhura
Year 5	Deep wells	Bubulo, Bugiri, Bukwo, Kalungu, Kamuge, Kamwenge, Kanungu, Kassali, Katakwi, Kiboga, Kigandalo, Kijjumba, Oyam, Masaka

Annex 12: Results Matrix

Outcome Indicators & Targets	Strategies	Outputs and targets	Output Indicators	Strategic Activities	Specific Activities
Objective 1: To provide safe, secure and humane custodial services for transformation of prisoners					
Outcome: Safe, secure prison environment and peace promoted					
Congestion/Occupancy levels reduced from 371.8% to 308.7%	Expansion of prisoners' accommodation infrastructure	Prisons holding capacity increased from 21,126 to 38,576 prisoners	Change in prison holding capacity	Construction of new prison facilities	Construct 2 Mini max Prisons at Soroti and Mbarara
				Expansion of prisoners' accommodation	Construct 124 low-cost prisoners' wards in selected prisons using in-house capacity OCs initiative and Engineering Gang
					Construct prisons' wards at Murchison Bay (Two blocks of 2 stories each - 4 wards), Kigo main prison (Two blocks of 2 stories each - 4 wards), Arua (M) (1 block of 2 stories - 2 wards) and Mbarara (M) – (1 block of 2 stories - 2 wards)
				Renovation of prisoners' wards	Renovate of 47 prisoners' wards at selected prisons using in-house capacity Engineering Gang and OCs initiative
					Renovate 12 prisoners' wards at Masindi prison; and Murchison Bay prison
	Equip the Engineering Gang with construction equipment & establish of Regional Engineering Gang	Equipped Engineering Gang with assorted construction equipment	No of assorted construction equipment procured	Acquisition of construction equipment	Retool the gang with assorted tools of surveying tools (Theodolites/ Total stations, GPS, Automatic level, Compass, Measuring Tape, and Plump Bob); Masonry and Steel works tools; Plumbing and Drainage tools; Electrical Installation tools; Construction Carpentry tools and Personal Protective Equipment (PPE)
					Procure assorted machinery and equipment - Rammers, Sino truck, Tipper truck, Forward truck, Flatbed Truck/Trailer, Forklift, Water Bowser, Concrete Mixer Truck, Auger truck/ Well Drilling truck, Cesspool truck, Portable Concrete Mixers, and Concrete Vibrator/Poker
					Recruit and train of staff with various skill sets into the Gang
					Maintenance of the Equipment

Escape rate reduced from 5.3/1000 to 3.5 per 1,000 prisoners held	Equipping and retooling of prisons	269 prisons equipped and retooled with assorted security equipment	Number of prisons equipped and retooled with security equipment	Acquisition of assorted security equipment	Procure security equipment - Biometric Scanning system - 23 Pcs, Data capture tools- 10,000 Pcs, Batoons-120 Pcs, Whistles - 5,720 Pcs, Camp tents – 4,720 Pcs, Walkthrough machines. - 26 Pcs, Fire extinguishers - 1,290 Pcs, Heavy duty torches - 2,475 Pcs, Helmets- 800 Pcs, Body armor - 1400 Pcs, Gun oil - 500,544 Ltrs, Full height turnstile - 204 Pcs, Hand held metal detectors - 525 Pcs, Ammunitions – 367,700 Pcs, Padlocks - 5,850 Pcs, Handcuffs - 5,650 Pcs, Leg shackles – 945 Pcs, Pistols - 425 Pcs, Pistol Rounds - 106,150, AK47 weapons - 2170 Pcs, Baggage Scanner - 3 Pcs, Under Car Mirrors – 208 Pcs, Electronic Cell Door Locking system -260 Pcs
					Operations & maintenance of security equipment
				Acquisition of specialized transport equipment	Procure specialized transport equipment (Lorries (20), Water Bowser (1), Firefighting equipment (1), Canine van (2), Funeral Service Van (1), Ambulances (3), specialized Pickup – ICT (1), Tippers - Engineering Gang (4), and Cesspool track (2)), Motor cycles – 30 (Farms), Pick up for farms and Industries (3), 7-ton truck for industries (1)
	Construct prisons security infrastructure	Enhanced physical secuity infrastructure in 96 prisons units	No. of prisons units enhanced with physical security infrastructure.	Construction of prisons security infrastructure	Construct 30 armory stores at Kasanje, Bugungu YO, Ngenge, Nyarusanje, Kyakasengura, Kumi, Katakwi, Aloi ongom, Amulator, Alebtong, Bulisa, Kaabong, Nakapiripiriti, Kotido, Moyo, Yumbe, Lututuru, Kaladima, Kaiti, Ikulwe, Isingiro, Sheema, Kyazanga, Kalangala, Lake katwe, Murchison Bay, Kampala Remand, Amudat, Budaka, Iganga
					Construct 7 gate lodges at M/bay, Kla Remand, Masaka, Ssaza, Ndorwa, Ntungamo and Rukungiri
					Construct watch towers in 6 prisons at Gulu (M), Fort portal (M), Kauga, Bugungu YP and Masindi
					Construct a perimeter wall fence at Iganga
					Fence of 30 selected prisons – See attached annex 3
				Establish Regional Canine units	Construct and equip 5 regional canine Kennels at Soroti, Kitalya, Gulu, Mbarara and Fort Portal
					Feeding of 25 dogs for the respective canine units
					Procure 10 Movable kennels
					Equip the canine unit at Luzira

			Installation of lighting systems	Install solar lighting systems in 17 prisons which are off the National electricity grid - Kassanda, Kijumba, Bukulula, Kyazanga, Kalungu, Kaliro, Patongo, Awei, Aloi Ongom, Aber, Kwania, Butaleja, Amudat, Butyaba, Bulisa and Odina
Establish offender monitoring and surveillance systems	Security monitoring systems (CCTV) installed in 21 prisons	No. of prisons with functional security monitoring systems (CCTV)	Install Security Monitoring systems	Install security monitoring systems (CCTVs) in 13 high security prisons at Ntungamo, Kampala (R), Murchison Bay, Jinja (R), Jinja (W), Lira (M), Fort Portal (M), Soroti (M), Tororo (M), Kotido, Bushenyi (M), Rukungiri, Ndorwa (M)
				Repair CCTV cameras in 8 prisons at Nakasongola, Masindi, Jinja (M), Masaka, Gulu, Mbale, Moroto, and Mbarara prisons
	PMIS and HRMIS operationalized in 269 prisons	No of prisons operating the PMIS and HRMIS	Roll out Prisoners Management Information System (PMIS) and Human Resource Management Information System (HRMIS)	Complete the development of Prisoners Management Information System (PMIS) and Human Resource Management Information System (HRMIS)
				Provide computers for all 269 prisons (at least two per prison)
				Provide modems and routers to 269 prisons and other service delivery centers to enhance internet connectivity
				Provide internet connectivity to 269 prisons and all service delivery centers
				Procure tablets for prisons without electricity
				Training of personnel on use and management
	xxx prisoners tagged with electronic monitoring and tracking system	No of prisoner Electronic Monitoring, tagging and tracking system procured and installed	Tag the electronic monitoring and tracking systems to all eligible prisoners	Procurement of devices
				Establishing of regional monitoring offices
				Training of personnel on use and management
	Digital radios communication systems installed in 60 prisons	No of complete digital radios communication systems	Installation of complete digital radio communication systems	Procure and install HF Digital Radio Communication Systems
				Procure and install VHF Digital Radio Communication Systems
Strengthen the Prisons Intelligence and Security System	Enhanced the capability and capacity to collect, analyze, collate and disseminate information	Defined Prisons Intelligence structure in place	Establishing an Operational intelligence and Information gathering system.	Acquisition of specialized technical, communication and surveillance equipment.
Outcome: Improved access to quality health care services				

Outcome Indicators & Targets	Strategies	Outputs and targets	Output Indicators	Strategic Activities	Specific Activities
%age of prisons with access to health care services increased from 98% to 100%	Increasing health care coverage to all 269 prison units	Improved access to health care	No. of Prisons with health infrastructure	Construction of health infrastructures	Construct the Critical Care Unit, 2 theatres at Murchison Bay Hospital
					Construct High Dependency Units (HDUs) (wards for people who need more intensive observation, treatment and nursing care) and a theatre at Arua, Mbale, Jinja, Gulu, Kitalya Mini Max and Mbarara
					Construct the OPD & Waiting Shade, Admission, Laboratory, Drug store, Isolation room and Offices at Tororo, Bushenyi, Katakwi, Kitgum, Ntenjeru, Muinaina to HC III
					Construct a block with OPD, Laboratory, Store and Isolation at all accredited health centers (NMS)
			VHTs maintained at all prison units without a health worker	Training and equipping VHT members	Recruitment of health workers
			No of prisons with at least a qualified health worker	Recruitment and training of qualified health workers to all prison units	Recruit qualified uniformed health workers under the Health Service Commission arrangement
					Deploy uniformed health workers
			All prisoners in need of health care provided with first level health care within the prison	Equipping health facilities with at least minimum requirements	Acquire equivalent level health package for all respective health centers
			OPD utilization rate	Diagnosis & treatment	Acquire requisite drugs and medical sundries
			% of prisons with no stock-outs of tracer medicines	Creating a buffer stock	Procure essential drugs
				Fast-tracking the accreditation of more health facilities	Accreditation of more health facilities

Outcome Indicators & Targets	Strategies	Outputs and targets	Output Indicators	Strategic Activities	Specific Activities
Mortality rate reduced from 3.3/1,000 to 2.0/1,000 prisoners held	Improving quality of healthcare	Improved quality of healthcare	% of Malaria prevalence in prisons	Malaria Prevention	Conduct health education talks
					Constitute barracks health teams
					Provide 11,200 mosquito nets per year to all staff in the barracks (4 nets per staff over 5 years)
					Fit mosquito mesh in ventilators of wards in all prisons
					Indoor residual indoor spraying of 269 prisons per year (staff houses & prisons wards)
			Proportion of prisoners diagnosed with mental disorders accessing professional psychiatric services	Diagnosis and treatment	Recruit and deploy professional psychiatric health workers
					Construct and equip a mental hospital at Luzira complex
			Proportion of staff above 39 years screened for non-communicable diseases	Diagnosis and treatment	Conduct annual screening for all officers above 39 years
			Proportion of prisoner screened for non-communicable diseases	Diagnosis and treatment	Conduct annual screening for all eligible prisoners
			Proportion of prisoners diagnosed with NCDs and enrolled on treatment	Diagnosis and treatment	Diagnosis and treatment
			Turnaround time for TB diagnostic and obtaining the results (in days)	Equipping clinical laboratories and TB screening	Acquire laboratory equipment and reagent supplies
					Recruit and deploy laboratory personnel
			TB Case Notification Rate	Equipping clinical laboratories and TB screening	TB screening at entry/admission, within the prison and at Discharge
			TB Cure Rate	Diagnosis and treatment	Diagnosis and treatment
	Health promotion	Increased health awareness	Proportion of inmates who tested and received their HIV results on admission	HIV-Testing	HIV/AIDS sensitization campaigns
					Procure HIV testing kits and reagents
					Conduct HIV Outreaches, Baraza and camps
					Conduct counselling sessions to encourage voluntary testing
			Proportion of staff who tested and received their HIV results	HIV-Testing	HIV/AIDS sensitization
					Procure HIV testing kits and reagents
					Conduct HIV Outreaches, Baraza and camps
					Conduct counseling sessions to encourage voluntary testing

			Number of Staff diagnosed with HIV/AIDS and on treatment.	HIV Care and treatment	Provide nutritional supplements to all HIV patients Quarterly
					Provide ART treatment to all HIV patients
					Provide drugs for opportunistic infections
					Conduct HIV counseling to ensure positive living and reduce stigma
					Strengthen collaboration with Community Based Service providers to enhance level of care
			Proportion of HIV+ positive inmates on ART	HIV Care and treatment	STD diagnosis and treatment
			HIV prevalence among staff	HIV Medications to Prevention Transmission	Treatment as Prevention (95 -95)
					Prevention of Mother-to-Child Transmission
					Conduct Pre-Exposure Prophylaxis (PrEP)
					Conduct Post Exposure Prophylaxis (PEP)
				Provide Strategic Information	Conducting sensitization campaigns, HIV educational talks in barracks and treatment.
					Conduct HIV Counselling to ensure positive living and reduce stigma
					Conduct HIV Outreaches
				Linkage to Care	Developing and implementing collaboration frameworks with other agencies focusing on HIV/ AIDS e.g. TASO, AIC, Ministry of Health, CDC
			TB prevalence	TB management and treatment	Conduct regular TB check -ups in case of signs and symptoms
					TB isolation to enhance prevention
				Construction of TB-MDR wards	Construct 3 TB (MDR) isolation wards at Luzira (W), Mbarara (M), and Lira.
Outcome: Improved prisoners' welfare and human rights and fundamental freedoms observance					
Proportion of prisoners supplied with basic necessities maintained at 100%	Improve provision of prisoners' logistical and dietary provisions	Enhanced access to basic necessities for prisoners e.g. health, food, clothing, sanitation	Number of prisons with safe water sources/safe water systems	Construction of the alternative safe water sources	Construct water sources in 50 selected prisons - see Annex 10
					Acquire water drilling equipment as a low cost and sustainable mechanism
				Construction of wards with water closets	Construct wards with water closets in 43 prisons still using the Night Soil Bucket system

					Construct of lagoon systems in 3 prisons
					Constructing Septic tanks in 3 prisons
					Rehabilitation of sanitation systems in 3 prisons
			Number of prisons providing 3 meals per day at regular intervals	Provision of 3 wholesome meals at 4 – hour regular intervals in all prisons	Procure and distribute prisoners' food
					Provide firewood to all stations
					Provide cooking utensils
					Provide serving utensils
					Expansion of kitchen facilities in 112 selected prisons – Annex 9
					Providing dietary supplements to all prisoners
					Construction of 112 kitchens with modern stoves in selected prisons
					Construct alternative energy sources in 200 prisons
			Percentage of prisoners provided with at least one pair of uniform per year	Provision of prisoners' uniforms	Procure prisoners' uniform materials
					Stitching prisoners' uniform
					Distribution of prisoners' uniform
			Percentage of prisoners with at least 2 blankets	Provision of Beddings	Procure and distribute prisoners' blankets
					Procuring of sanitary towels for female prisoners
					Procure and distribute felt mattresses to all prisoners
					Procure and distribute Soap, Sanitary towels, Razor blades, Hair clippers, Under pants among others
	Enhance Human Rights observance and practice	Access to information in all prisons units maintained at 100%	% of prisons that have at least one of the following information sources: TV, Radio & Newspapers	Provision of prisons with at least one media	Purchase and distribute public information systems (TV, radio & Newspapers) for all stations
		Reduced human rights complaints	% of registered human rights complaints handled	Strengthen HR inspections in all prisons	Conduct regular human rights inspections to all prisons
					Appoint and gazette Visiting Justices
					Induct and equip Visiting Justices
					Appoint regional staff and prisoners' complaints handling desks
					Equipping the regional complaints handling desks
					Facilitate regional complaints handling desks to operate
		Functional human rights committees maintained in all 269 prisons	No of prisons with functional human rights committees and desks	Maintaining of prisons human rights committees and desks	Conducting refresher human Rights training for 200 staff annually
					Facilitating staff and prisoners' human rights committees to operate
					Provide stationery to staff and prisoners human rights committees
					Conduct outreaches to sensitize prisoners on their human rights

Outcome Indicators & Targets	Strategies	Outputs and targets	Output Indicators	Strategic Activities	Specific Activities
Proportion of staff supplied with basic necessities - maintained at 100%	Improve provision of staff logistical and dietary provisions	100% of staff provided with 2 pairs of uniform	% of staff provided with 2 pairs of uniform	Provision of staff uniforms	Procure staff uniform materials
					Stich staff uniform
					Distribute of staff uniform
					Procure and distribute accoutrements and other staff protective gear – including the medical attire
		100% provision of staff logistical and dietary provisions	% of staff provided with logistical and dietary provisions	Provision of staff logistical and dietary provisions	Procure and distribute food to all staff
Outcome: Improved staff welfare and working conditions					
% of staff properly housed increased from 48.9% to 54.7%	Construct, renovate and expand staff accommodation	Staff accommodation expanded from 6,922 to 9,422 (by 2,500 housing units)	Number of staff housing units constructed	Construction of staff houses	Construct 2,500 two – roomed staff houses in selected prisons – See Annex 4
					Renovate 200 staff houses per year
Objectives 2: To provide rehabilitation and reintegration services for the transformation of offenders.					
Outcome: Offenders successfully rehabilitated & reintegrated					
Recidivism rate (%) reduced from 13.4 % to 12.8%	Fast track development and implementation of the RR model	RR model developed	A rehabilitation and Reintegration model in place	Complete development of a rehabilitation model	Reviewing and evaluating the existing rehabilitation programs
					Consultations with all key stakeholders
					Benchmarking for rehabilitation model development
					Producing the model zero draft
					Review the draft model developed
					Produce the Rehabilitation model for use
	Strengthen offender education services	Strengthened the delivery of formal education programs	No. of offenders enrolled in formal education by category per year	Conducting primary education programs	Recruit and deploy primary school teachers (uniformed and non-uniformed)
					Sensitize inmates about primary formal education
					Enroll of inmate students for primary school
					Registering inmate candidates at primary level
					Facilitating teaching and learning process
					Stock and equip all inmate primary school education centers with relevant scholastic materials, Library and Laboratories (Science and ICT)
				Conducting Formal education programs	Recruit and deploy secondary school teachers (uniformed and non-uniformed)
					Sensitize inmates about Secondary formal education
					Enroll of inmate students for Secondary school

					Registering inmate candidates at secondary level
					Facilitating teaching and learning process
					Stock and equip all inmate secondary school education centers with relevant scholastic materials, library and laboratories (Science and ICT)
				Enroll offenders for tertiary education	Sensitize inmates about tertiary formal education
					Enroll of inmate students for tertiary school
					Registering inmate candidates at tertiary level
		Strengthened the delivery of Adult Learning and Community Education (ALCE)	No. of offenders enrolled in Adult Learning and Community Education (ALCE)	Enroll offenders for Adult Learning and Community Education (ALCE)	Sensitize inmates about Adult Learning and Community Education (ALCE)
					Enroll inmates into Adult Learning and Community Education (ALCE)
					Stock and equip all inmate Adult Learning and Community Education (ALCE) centers with relevant scholastic materials
		Strengthened vocational education	No. of offenders enrolled in vocational education per year	Enroll offenders for industrial vocational education	Recruit and deploy instructors for vocational education
					Sensitize inmates about the different categories of vocational trades and other related information
					Enroll inmates into vocational education
			No of offenders' trade-tested per year	Trade test offenders	Conduct an assessment on inmates ready for trade testing
					Examine inmates for certification in partnership with DIT
		Partnerships with MGLSD and MoES to leverage resources for delivery of rehabilitation programs	Proportion of teachers posted by MoES	Lobby for more teachers from MoES to support UPS formal education	Prepare a justification for having MoES supported teachers transferred to prison schools
					Initiate high level engagement meetings with MoES
					Develop a report on the number of teachers that have been transferred to UPS schools
			Number of schools with UNEB centers	Lobby for more UNEB centers in prison units	Prepare a justification for having more UNEB centers in prison schools (Primary and secondary)
					Initiate high level engagement meetings with MoES
					Report on the number of UNEB centers and number of candidates registered
		Establishment of offender rehabilitation infrastructure	No of classrooms constructed	Construct classroom blocks for formal education	Construct classroom blocks
			No of vocational workshops constructed by category	Construct vocational workshop blocks by category	Construct vocational workshops by category of trade
			No of demonstration centers established in prisons farms	Establish demonstration sites at prison farms	Establish demonstration centers in xxx farms
	Enhance the functionality of admission and discharge boards to facilitate sentence planning and management	Strengthened admission process of Offenders	Proportion of convicted prisoners admitted through admission board	Admit convicted prisoners through admission boards	Develop standard template for capturing admission board meetings
					Admit convicted prisoners
					Monitor implementation of board activities

			Proportion of offenders whose risk and needs have been assessed	Conduct risk and needs assessments for offenders	Develop a risk and needs assessment tool for offenders
					Orient officers on how to use the assessment tool
					Identify the offenders whose needs and risk have to be assessed
					Conduct assessment on offenders
					Place offenders in different rehabilitation programs
			No. of prisons that classify and segregate their inmates	Classify and segregate inmates	Develop a standard tool for classification and segregation of inmates
					Orient officers on how to use the assessment tool
					Conduct assessment on offenders
	Strengthen reintegration services	Strengthen the implementation of non-custodial sentencing mechanisms	Regulations for parole developed	Develop parole regulations	Conduct consultative meetings with stakeholders on parole guidelines
					Engage the stakeholders to fast-track development of the guidelines
					Disseminate the parole regulations
			Number of eligible prisoners who have benefited on parole	Generate a list of eligible prisoners for parole to be submitted to CGP	Generate a list of eligible prisoners for parole to be submitted to CGP refer to parole guidelines
					Committee vetting and review
		Strengthen the re-integration function	Proportion of eligible prisoners that have been re-integrated	Reintegrate prisoners back to the community	Generate a list of prisoners to be reintegrated
					Engage the communities and family members where the prisoner is going to settle after release
					Contact inmates, families and LC leaders at least twice in six months following release.
					Conduct Pre-release visits
					Partnerships with key stakeholders and care givers like NGOs etc
					Conduct follow up
			No. of prisoners provided with Re-integration packages	Provide eligible released prisoners with reintegration packages	Provide prisoners with reintegration package based on the skills acquired while in prison
					Training of offenders on use and maintenance of the re-integration packages
	Strengthen behavior change treatment programs	Develop and pilot behavior change treatment modules	No. of behavior change treatment modules	Behavior change treatment modules developed	Appoint a committee responsible for development of behavior change modules
					Organize consultation sessions
					Orient responsible staff in the various treatment modules
			No. of prisoners undergoing behavior change treatment per year	Enroll prisoners into behavior change treatment	Recruit and deploy responsible officers
					Enroll inmates into behavior change treatment
					Track progress of inmates on behavior change treatment
					Provide certification to inmates that have successfully gone through the behavior change treatment
Objective 3: Access to Justice					
Outcome: Increased access to justice					

Outcome Indicators & Targets	Strategies	Outputs and targets	Output Indicators	Strategic Activities	Specific Activities
Average length of stay on remand reduced from 17.5 to 15 months for capital offences and from 2.7 to 2.0 months for petty offences. Percentage of remands to the total prisoner population reduced from 47.3% to 41.3%.	Strengthen partnerships with other stakeholders in the CJS for effective justice delivery	Access to Paralegal Advisory Services maintained at 100%	Proportion of prisoners in need of Paralegal Advisory Services attended to.	Linking remand prisoners with other actors in the Criminal Justice Systems	Sensitizing eligible prisoners in their legal rights and access to justice
					Training prisons staff in provision of Paralegal Advisory Services
					Training of prisoners on self-presentation by PAS
					Tracing of Pro-bono lawyers
					Checking on overstays – Remand Prisoners
					Making phone calls
					Tracing of Sureties and lawyers
		Access to Pro-bono services increased from 1,808 to 3,000 prisoners	Number of prisoners benefiting from legal aid (Pro-bono) services per year	Establish collaboration with various institutions to provide legal aid services to prisoners	Identifying and accrediting legal aid service providers
					Identifying and linking eligible prisoners in need of pro-bono services to service providers
		Prisoners to delivered court maintained at 100%	Proportion of all eligible prisoners delivered to court as and when required	Delivery of prisoners to court	Production of remand prisoners to courts of law
					Paying staff escort allowances for delivery of prisoners to court
					Feeding staff at court
					Procurement of fuel to deliver prisoners and staff to court
					Regular maintenance of vehicles
		100% ICT System integration for effective case management	Level of integration of the management information system	Integrate UPS ICT systems with other JLOS institution systems	Seek access to JLOS institutions ICT relevant systems
					Developing APIs for system integration
	Strengthen the usage of virtual courts in delivery of justice	Establishment of virtual courts increased from 19 to 34 reception centers	Number of prisons with virtual courts	Establishment of virtual courts	Develop a virtual court ICT critical Infrastructure in prisons
					Link virtual court biometrics and management system with Prisoners Management Information System
					Extend virtual court systems to stations
		Increase number of court points from 19 to 85	Number of court points established	Establishment of court point	Provision of internet connectivity
					Construction of civil Infrastructure
					Acquisition of equipment like computers and modems, etc.
		Establish regional maintenance centers in more five (05) regions and expand the maintenance center at Luzira complex	Number of regional maintenance centers established	Establishment of regional service and maintenance centers	Construct 5 regional service and maintenance centers at Ruimi, Kakiika, Lugore, Soroti and Isimba
	Prisons alignment to other stakeholders in the CJS	12 Reception centers constructed and expanded to improve access to justice.	Number of reception centers constructed and expanded to improve access to justice	Construction of reception centers to complete the chain of justice	Construct and expand 12 reception centers at Buseruka; Kaweeri; Buhweju; Amudat; Nakapiripirit; Kalangala, Bubulo; Rubirizi; Masafu, Paidha and two (02) women prisons at Ndorwa, and Rukungiri
	Motor Vehicle Fleet Improvement for delivery of prisoners to courts	Increased number of reception centers with vehicles for delivery of prisoners to courts from 74/202 to 159/202	Number of reception centers with vehicles for delivery of prisoners to courts	Maintenance of motor vehicles for delivery of prisoners to courts	Provide fuel for delivery of prisoners to courts
					Maintain, service and repair motor vehicles
					Maintain, service and repair motorcycles
					Maintain, service and repair other transport equipment
					Purchase and distribute tyres and oils
				Acquisition of motor vehicles for delivery of prisoners to courts	Purchase 20 sixty-seater buses for delivery of prisoners to courts (Nakasongola, Fort Portal (M), Masindi (M), Gulu (M), Ndorwa (M), Lira (M), Mbale (M), Jinja (M), Bushenyi (M), Masaka (M), Arua (M), Soroti (M), Moroto, Kitalya Mini Max, Kaweeri, Kigo (M), Transport Pool (x 2), Mbarara (M) and Iganga

					Purchase 30 thirty-seater buses for delivery of prisoners to courts at Kapeeka, Kisoro, Kamuli, Kyegegwa, Kyenjojo, Bubukwanga, Kibaale, Kotido, Kapchorwa, Kamuge, Koboko, Pece, Otuke, Oyam (M), Kigumba, Kabula, Kanungu/Kihiihi, Giligili, Kole, Buliisa, Kagadi, Lukaya, Wakyato, Amolator, Amuru, Nwoya, Lugazi, Bukomero, Ngogwe and Nakisunga
					Purchase 05 – fourteen-seater vans for delivery of Prisoners to courts – All the vans to be at Transport Pool
					Purchase 30 pickups for delivery of prisoners to court at 19 prison regions and 11 District Administrative Regions.
Percentage of appellant prisoners whose appeals have been lodged in the appellate courts	Strengthen partnerships with other CJS stakeholders	100% of eligible convicts whose appeals have been lodged in the appellate courts.	Percentage of eligible convicts whose appeals have been lodged in the appellate courts	Sensitization of prisoners in their legal rights	Lodging appeals for all eligible convicts
					Documentation to complete files for appeals
					Capacity building for OCs and other office bearers on the appeal process
					Partnership with Judiciary to complete documentation (Judgement)
					Creating awareness of the right to appeal for all convicts
					Linking appellant prisoners with other actors in the Criminal Justice Systems
Objective 4: Enhance Production and Productivity of all Prisons Production Enterprises					
Outcome: Reduced taxpayers' burden of maintaining offenders in custody					
	Increasing cotton farm productivity, production and value edition	Cotton yield in kg per acre increased from 249 kgs to 700 kgs per acre	No. of Kgs produced/acre per year	Plant and manage cotton	Bush clear 24,977 acres in 5 years
		Annual acreage under cotton production increased from 5,187 to 10,000 per year	No. acres planted with cotton per year		Plough and harrow 10,000 acres annually
					Plant 10,000 acres annually
					Weeding
					Spraying pests and insects
		Cotton produced by Prisons Farms increased from 1,223 to 7,000 MT per year	MT of Cotton produced per year		Harvesting and post-harvest management
		NTR generated from cotton sales increased from UGX 2.755bn to 12.6bn annually	Amount of NTR in bn UGX per year	Acquisition of farm equipment and machinery	Procure 03 raw planters
					Procure 05 Water Bowsers
					Procure 3 unmanned aerial vehicles.
					Procure 5 self-propelled sprayer for Adjumani, Orom-Tikau, Amita, Ragem and Tororo
					Software Subscriptions
					Procure 1 low loader
				Provision of quality and soil specific farm inputs	Procuring bush clearing inputs and tools for 10,000 acres
					Procuring ploughing and harrowing inputs and tools for 10,000 acres annually
					Procuring planting inputs and tools for 10,000 acres annually
					Procuring weed and pest management inputs for 10,000 acres annually
					Procuring harvesting inputs and tools for 10,000 acres annually
					Procure protective gear for 5,000 staff and 10,000 prisoners
				Maintenance of Equipment & Machinery	Repair 82 tractors, accessories and other farm equipment
					Service 82 tractors, accessories and other farm equipment
					Purchase of tractor tyres for 82 tractors
					Procuring of oils & lubricants
				Conduct Cotton Production Tailored Short Courses	04 Internal trainings of 50 Technical Officers and Managers
				Training in Cotton Crop Management and Planning	Conducting 4 Internal training of Field Officers (NCOs)

					Purchase 30 thirty-seater buses for delivery of prisoners to courts at Kapeeka, Kisoro, Kamuli, Kyegegwa, Kyenjojo, Bubukwanga, Kibaale, Kotido, Kapchorwa, Kamuge, Koboko, Pece, Otuke, Oyam (M), Kigumba, Kabula, Kanungu/Kihiihi, Giligili, Kole, Buliisa, Kagadi, Lukaya, Wakyato, Amolator, Amuru, Nwoya, Lugazi, Bukomero, Ngogwe and Nakisunga
					Purchase 05 – fourteen-seater vans for delivery of Prisoners to courts – All the vans to be at Transport Pool
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Percentage of appellant prisoners whose appeals have been lodged in the appellate courts	Strengthen partnerships with other CJS stakeholders	100% of eligible convicts whose appeals have been lodged in the appellate courts.	Percentage of eligible convicts whose appeals have been lodged in the appellate courts	Sensitization of prisoners in their legal rights	Lodging appeals for all eligible convicts
					Documentation to complete files for appeals
					Capacity building for OCs and other office bearers on the appeal process
					Partnership with Judiciary to complete documentation (Judgement)
					Creating awareness of the right to appeal for all convicts
					Linking appellant prisoners with other actors in the Criminal Justice Systems
Objective 4: Enhance Production and Productivity of all Prisons Production Enterprises					
Outcome: Reduced taxpayers' burden of maintaining offenders in custody					
	Increasing cotton farm productivity, production and value edition	Cotton yield in kg per acre increased from 249 kgs to 700 kgs per acre	No. of Kgs produced/acre per year	Plant and manage cotton	Bush clear 24,977 acres in 5 years
		Annual acreage under cotton production increased from 5,187 to 10,000 per year	No. acres planted with cotton per year		Plough and harrow 10,000 acres annually
					Plant 10,000 acres annually
					Weeding
					Spraying pests and insects
		Cotton produced by Prisons Farms increased from 1,223 to 7,000 MT per year	MT of Cotton produced per year		Harvesting and post-harvest management
		NTR generated from cotton sales increased from UGX 2.755bn to 12.6bn annually	Amount of NTR in bn UGX per year	Acquisition of farm equipment and machinery	Procure 03 raw planters
					Procure 05 Water Bowsers
					Procure 3 unmanned aerial vehicles.
					Procure 5 self-propelled sprayer for Adjumani, Orom-Tikau, Amita, Ragem and Tororo
					Software Subscriptions
					Procure 1 low loader
				Provision of quality and soil specific farm inputs	Procuring bush clearing inputs and tools for 10,000 acres
					Procuring ploughing and harrowing inputs and tools for 10,000 acres annually
					Procuring planting inputs and tools for 10,000 acres annually
					Procuring weed and pest management inputs for 10,000 acres annually
					Procuring harvesting inputs and tools for 10,000 acres annually
					Procure protective gear for 5,000 staff and 10,000 prisoners
				Maintenance of Equipment & Machinery	Repair 82 tractors, accessories and other farm equipment
					Service 82 tractors, accessories and other farm equipment
					Purchase of tractor tyres for 82 tractors
					Procuring of oils & lubricants
				Conduct Cotton Production Tailored Short Courses	04 Internal trainings of 50 Technical Officers and Managers
				Training in Cotton Crop Management and Planning	Conducting 4 Internal training of Field Officers (NCOs)
					Conducting 4 External trainings of 10 Cotton Managers

					Facilitating 04 Sensitization workshops annually
					Recruit 20 agricultural officers and agricultural assistants
					Recruit one field-based agricultural engineer and 15 agricultural mechanics
		Cost Benefit Ratio of Cotton Production improved	Return on industry investment (CBR) per year	Conduct CBR analysis on cotton production every year	Designing and reviewing of the data collection tools
					Conduct data collection
					Report writing
					Production of reports
	Establishment, expansion and renovation of production infrastructure	9 production infrastructure constructed	Number of production infrastructure constructed	Construction and renovation of production infrastructure	Construction of 4 drying platforms at Amita, Adjumani, Orom-Tikau, and Loro
					Construct cotton giant stores
					Install a cotton ginnery in Northern Region at Pajure
	Increasing production, productivity and quality of maize seed including Value addition	Increased yield of maize seed kg per acre from 1,012 to 1,350 Kgs.	No of Kgs of maize seed produced per acres	Maize seed Production & Processing.	Bush clear 5,000 acres in 5 years
					Plough and harrow 5,000 acres annually
					Plant 5,000 acres annually
					Weeding
					Spraying pests and insects
					Harvesting and post-harvest management
					Procuring ploughing and harrowing inputs and tools for 5,000 acres annually
					Procuring planting inputs and tools for 5,000 acres annually
					Procuring weed and pest management inputs for 5,000 acres annually
					Procuring harvesting inputs and tools for 5,000 acres annually
					Procure protective gear for staff and prisoners
					Seed processing, treatment & packaging
					Conduct support Supervision by UPS and Other Key stakeholders
				Training in Maize seed multiplication skills and management	Conduct 4 trainings of seed tractor operators
					Conduct 4 internal trainings of technical and field officers
					Conduct 4 external training of 10 managers
		Acreage of land under maize seed increased from 1,769 to 5,000 acres annually and Sunflower production from 2,681 to 10,000 acres annually	No of acres planted per year	Mechanization & Automation of Seed production	Procuring six 240HP tractors and accessories for Ruimi & Amita
					Procure six (06) tractor Disc Harrower with conservation Rippers & Planters
		Increased acreage of land under Soybean production from 735 to 2,000 acres annually	No of acres planted per year		Procure six (06) five-disc ploughs
					Procure six (06) five row planters
					Procure six (06) conservation rippers
					Procure four (04) 10MT tractor trailers
					Procure four (4) 2,000-liter boom sprayers
					Procure four (4) water bowsers with pumps
					Procure two (2) de-tussling machines
					Procure two (2) raw planters
					Conduct technical training in machinery operation, servicing and repair
					Procure two (2) 10MT Lories for seed distribution & Kitalya prisons
		Seed varieties / types increased from 01 to 02	No. of Crop seed types / Varieties developed	Breeder Seed Bulking	Procure breeder seed & related materials
					Breeder seed crossing
					Recruit and deploy crop scientists, soil scientist and physical planners
					Technical Support
				Quality Improvement Controls	Conduct 100 technical inspections every year with MAAIF/NARO
					Procure seed tags
					Procure seed quality marks
	Establish the seed processing and Treatment Plant	1 Seed processing and treatment plants established	No of Mini Seed treatment plant established	Installation of Turn Key Seed plant and bulk storage systems	Procure a turnkey seed processing plant
					Construction a turnkey seed processing plant infrastructure (Specify the infrastructure)
					Construct 4 maize seed cribs at Ibuga
					Construct 1 maize seed store at Ibuga
					Construct 1 drying platform at Ibuga
	Strengthening NTR collection base and management controls	Amount of NTR generated from certified seed sales increased from 8.951bn to 20.08bn per year	Amount of NTR in Bn UGX per year	as in 1&2 on seed production above	as in 1&2 on seed production above

Outcome Indicators & Targets	Strategies	Outputs and targets	Output Indicators	Strategic Activities	Specific Activities
Contribution of prisons farms to staff and prisoners maize grain feeding requirement per year from 25.98% to 98.35%	Increasing Grain farm productivity and production	Increased farm productivity in kgs per acre from 941 to 2,000 kgs per acre per Season	No. of kgs of maize produced per acre per season	Commercial Grain Farming	Bush clear 30,000 acres in 5 years
					Plough and harrow 30,000 acres annually
					Plant 30,000 acres annually
					Weeding
					Spraying pests and insects
					Harvesting and post-harvest management
					Procuring ploughing and harrowing inputs and tools for 30,000 acres annually
					Procuring planting inputs and tools for 30,000 acres annually
					Procuring weed and pest management inputs for 30,000 acres annually
					Procuring harvesting inputs and tools for 30,000 acres annually
					Procure protective gear for staff and prisoners
					Conduct field trainings for both staff and inmates in maize growing farms
					Conduct benefit cost analysis annually
					Conduct support Supervision
					Conduct audit Inspections
				Grain Production Mechanization including Weed management, Pest & disease control, Harvesting, Drying, storage and processing	Procure three (3) 120HP tractors and accessories for Isimba, Adjumani, Kiburara, Namalu, Aloi Ongom, Aswa III/ Pingire
					Procure 7 tractor disc harrows mounted with conservation rippers & planters
					Procure 14-disc ploughs, 2 for each station above
					Procure two (2) 10MT tractor trailers
					Procure eight (8) 2,000 ltr boom sprayers
					Procure eight (8) water Bowsers with pumps
					Procure seven (07) mechanical weeders
					Procure 5 raw planters
					Procure two (2) self-propelled boom sprayers
					Conduct technical training for machine operators
					Procuring 05 20MT Tractor Trailers for five major Grain Farms (Isimba, Lugore, Ibuga, Kiburara, Namalu)
					Procure 05 grain dryers at Namalu, Isimba, Ibuga, Kiburara, and Amita farms
		Increased annual acreage in acres under grain maize farming from 11,216 to 30,000	No. of acres planted & harvested	Soil Fertility Management	Procure reagents for soil test kits
					Conduct training for farm managers in soil testing and analysis
					Conduct training of staff and prisoners in better farming practices for efficient soil fertility management
				Construct farm roads, drainage channels	Constructing of farm murram roads
					Procure culverts
					Construct drainage channels
				Commercial Farming	Expansion & automation of prisons farm activities
	Establishment, expansion and renovation of production infrastructure	2 Silo Storage facilities at Ruimi and Lugore operationalized	Functional Silo Storage facilities in place	Operationalization of 2 Silo Storage facilities	Acquire silo furniture, oils, fuels, silo spare parts and servicing
					Acquire 2 Forklifts (Capacity of 3 MT) for Lugore and Rwimi
					Acquire two (02) 25MT Trucks for silo satellite stations
					Acquire 2 grain dryers of 5MT/hr. capacity
		34 production infrastructure constructed	Number of production infrastructure constructed	Install Bulk storage & Drying Systems	Construct 03 drying platforms
					Construct 05 giant stores at four major farms (Isimba, Ibuga, Kiburara, Namalu)
					Construct 25 grain cribs in 10 grain small grain production farms
	Strengthening NTR collection base and management controls	Increased NTR generated by Grain project in billion shillings from UGX 18.993 Bn to 60.0 Bn	Amount of NTR generated in billion shillings	as above	As in 1&2 in grain production above
	Increased livestock production and productivity	Increased multiplication rate for Cattle from 10% to 30% per year	Business plan in place	Beef animal fattening	Buying more xxx animals
		Beef livestock number Increased from 1,616 to 6,000 per year	No. of beef cattle on the farms		Renovate livestock infrastructure (Cattle dips, paddocks, farm shades, kraals, calf pens)
		Increased return on livestock investment per year	Return on Livestock investment (CBR) per year		Construct animal structures feedlot, weighing bridge
					Purchase pure breeding animals
					Spraying animals regularly
					Deworming
					Dehorning
					Buying of drugs
					Fencing/ paddocking
					Growing of pastures
					Establishment of automated study books

				Training of staff and Prisoners in Animal Production	Train livestock staff and OCs Train 1,000 inmates in livestock management
				Animal Feeds & Water Management	Establish fodder bank and pastures Produce tones of hay and silage Provide water for livestock management Procure silage chopping machines and baling machines
				Efficient & effective Veterinary Service Management	Proper recording of events and activities Procure adequate veterinary drugs, equipment and supplies. Train veterinary staff & animal husbandry officers
	Adoption of climate smart agriculture practices	Increased forest cover from 1,428 acres to 1,928 in 05 years.	No. of acres managed under forest per year	Afforestation	Produce 50,000 seedlings per year at Luzira nursery center Maintaining of the nursery at Luzira Procuring the seedlings Distribution of seedlings to stations
		Increased number of trees maintained from 428,400 to 578,400	No. of trees maintained per year		Plant 500 acres of indigenous hardwood tree species at Orom Tikau, Aswa I, II, III, Odina, Awei, Aloi Ongom; Bush clear 500 acres for afforestation Plough and harrow 500 acres Plant 500 acres annually Weeding Acquiring Afforestation inputs. Conduct training on environmental conservation (Tree management, Forest establishment and maintenance) Develop and implement partnerships with NFA
	Provision of water for production for all year farm activities to reduce dependence on rain fed agriculture	Establishing Irrigation schemes as alternative to rain-fed Agriculture	Number of irrigation schemes established	Irrigation Agriculture	Review of the Irrigation feasibility studies & designs Establish irrigation schemes at prison farms in 4 prisons farms (Ragem, Ibuga, Ruimi and Mubuku)
Increased NTR generation from UPI in shillings per year increased from shs.1.451bn to 8.744 bn	Revive and expand prisons industries to meet market demands of MDAs and other institutions	6 New Industrial production workshops established under the Specialization mechanism	No. of new workshops established by category (Furniture production, Tannery, Leather works & footwear, Art & Crafts, and Garments)	Construct industrial workshops	Construction of Footwear and garment workshop at Kitalya Construction of Furniture and metal workshops at Luzira Construction of Garment workshop at Masindi Construction of Tannery at Bugungu YP
		2 Cottage industries developed and nurtured.	Number of Cottage industries developed per year	Establish and nurture small cottage industries to support welfare of staff and prisoners	Construct of soap, briquettes, bread workshops in selected prisons Equip the cottage industry with requisite equipment Train selected officers and inmates in newly established cottage industries
		6 workshops fully equipped with industrial machinery & equipment	No of workshops fully equipped with industrial machinery & equipment	Full Mechanization of the Prisons industries	Procure industrial machinery and equipment for Footwear workshop Procure industrial machinery and equipment for Furniture workshop Procure industrial machinery and equipment for metal workshop Procure industrial machinery and equipment for Tannery
		Increased pairs of Staff uniforms produced from 12,013 to 24,321	Pairs of uniform produced by per year	Acquire Production materials	Procure 349,136 meters of staff uniform
		Increased pairs of Prisoners' uniforms from 72,844 to 119,070	Pairs of uniform produced by per year	Acquire Production materials	Procure 238,140 meters of prisoners' uniform
		136,000 liters of liquid detergents produced per year	Number of Liters of Liquid detergents produced per year	Acquire Production materials	Procure liquid soap ingredients
		2,435,768 pairs of shoes produced per year	Number of pairs of shoes produced per year	Acquire Production materials	Procure raw material for shoe making
		8,308 furniture units produced per year: (4,105 office chairs; 4,105 office desks and 98 Boardroom sets)	Number of Furniture products per category produced per year	Acquire Production materials	Procure furniture raw materials Procure assorted industrial equipment
		Amount of NTR generated from 1.451 to 8.744 bn Shillings per year	Non-Tax Revenue produced in Billion shillings	as above	As in 1&2 in Industrial production above
		Increased return on industry investment	Return on industry investment (CBR) per year	Conduct Business Analysis of Prisons Industries	Conducting CBA on all production enterprises
	Strengthening marketing and distribution of prisons products	11 Seed marketing and distribution dealers acquired in the selected national sub regions	No. of Seed marketing and distribution dealers acquired in the selected national sub regions.	Establish strategic distribution centers at Jinja Agricultural Show ground and all regional centers	Procure dealers / Agents for seed marketing and distribution in the 10 national sub regions (Lango, Acholi, Teso -Karamoja, West Nile, Ankole -Kigezi, Rwenzori Region (Toro & Kasese), Bugisu, Sebei & Bukedi Region, Bunyoro, Buganda (Excludes Kampala & Wakiso) and Busoga Region
		4 Strategic distribution centers established in the Central region	No. of Strategic distribution centers established in the Central Region	Strengthen partnerships with other marketing agencies such media and other stakeholders	Product Promotion (Branding, designing and packaging; Advertising; TV Documentaries; and Recordings and broadcasts)
		Increased prisons seed distributed or sold from 742.258MT to 4,016.25MT per year	MT of seed distributed or sold per year	Maize Seed Marketing & Distribution	Delivery of maize seed to NAADS/OWC & Open Market through seed agency approach; and UPS internal markets and other MDAs using internal capacity (PPD)

Objective 5: To Strengthen Governance, Institutional Capacity and Accountability.					
Outcome: Enhanced institutional capacity and Performance					
	Enhance Provision of modern office equipment to all Prison units.	Number of retooled prisons increased from 266 to 269	No. of prisons offices retooled with office furniture	Distribution of office furniture, and Equipment	Procure 1,614 Executive Chairs
					Procure 807 Executive office tables
					Procure 269 Computer Tables
					Procure 1,345 filing cabinets
					Procure 269 Office safes
					Procure 538 flags
	Strengthen the role of policy, research and innovations in institutional development	A Corrections Policy prioritized and developed	A Corrections policy in place	Complete the development of the corrections policy and obtaining the necessary approvals.	Conduct consultative workshops and meetings
					Print draft policy document
					Submit of draft policy to cabinet for approval
					Review of the legal frame work
					Publicize the policy and legal frame work.
					Develop sensitization and training materials
					Conduct sensitization workshops
		02 new Policies developed	Number of policies developed	Formulating and developing new policies and policy guidelines	Conduct consultative workshops and meetings
					Produce draft policy documents
					Submit draft policy to cabinet for approval
					Review the legal frame work
					Publicize the policy and legal frame work.
					Develop sensitization and training materials
					Conduct sensitization workshops
		03 Applied Research studies conducted per year	Number of Applied research studies conducted	Conduct Researches to support decision making	Develop data collection tools
					Conduct data collection and analysis
					Conduct consultative meetings
					Produce research reports
					Publicize and disseminate research reports
					Train research officers
					Formulating a HRD policy
					Developing deployment and staff transfer policies
					Conducting workshops and meetings
					Research
					Production

	Strengthening Human Resource Administration and Development	Human Resource Development Plan developed	HRD Plan in place	Formulating a HRD policy; Develop deployment and staff transfer policies	Dissemination, etc.
				HR planning	Establishing Professional needs and gaps;
					Conducting a training needs Assessment
					Conduct recruitment,
					Coordination of training programs
					HR forecasting
				Coaching and mentoring	Attachment, internship, induction, apprenticeship, motivational talks.
		Compe-tence-based cur-riculum developed	A competence-based train-ing curriculum in place	Competence profiling of trainees	Assessment and recording of trainee competences
				Developing modules of the curriculum	Conduct benchmarks from institutions implementing a competence-based curriculum for best practices
					Develop a draft curriculum
					Test the draft curriculum on learner cohorts
					Fast track approval of the draft curriculum
				Capacity building of trainers	Conduct training of trainer's sessions on the new curriculum
		An operational modern training school at Kitalya	A modern training school at Kitalya in place	Constructing and equipping a modern training school at Kitalya	Develop infrastructural and architectural plans
					Procure construction materials
					Undertake construction works using UPS Engineering Gang
					Equipping the training school at Kitalya with computers, furniture, training equipment, text books etc.
		PATS and its pro-grams accredited by the National Council for Higher Education from	Accreditation report and certificate	Accreditation of PATS and its training programs	Reviewing PATS Curriculum
					Infrastructure upgrading through renovation and construction
					Staffing of PATS;
				Conduct specialized training modules (Law, Management, Patriotism)	Out sourcing External facilitation from LDC, UMI, NALI, UPDF
					Facilitation for participants
					Feeding and meals
					Stationery transport refund etc

Objective 5: To Strengthen Governance, Institutional Capacity and Accountability.					
Outcome: Enhanced institutional capacity and Performance					
Increased Level of public satisfaction with UPS services from 90% to 95%; 100% achievement of performance targets		2,000 Staff Recruited and trained per year	No. of staff recruited and trained.	Recruitment and training	Recruiting 2,000 staff (CASP, CPO and recruits) per year
					Recruit 1,700 warders and wardresses, 100 CASPs and 200 CPOS annually
					Train and deploy 1,700 warders and wardresses, 100 CASPs and 200 CPOS annually
		%ge coverage of the established staff structure increased from 33.3% to 43%	Percentage Coverage of the Established Staff Structure	Promotions and appointments to fill the structure.	Facilitating Promotions and Appointments of staff
	Improving Terms and Conditions of Service for staff	Reduced staff attrition from 305 to 200 per year	Attrition rate	Improve living and working Conditions of staff	Constructing Staff houses
					Renovate Staff houses
					Conducting carrier guidance and counselling
					Purchasing of furniture and other equipment for offices
					Conducting trainings
	Strengthening strategic planning, Performance Management, Monitoring and Evaluation and Accountability	5-yr Institutional Development plan developed.	Institutional Development Plan in place.	Develop the Development Plan	Conduct consultative workshops
					Production of the plan
					Publicize and dissemination the plan
		Annual performance mgt plans and targets developed	Performance Management plan and targets in place.	Performance management	Conduct target setting for all service delivery areas
					Conduct periodical performance reviews
					Conduct performance appraisals
					Implement the rewards and sanctions system
		01 Annual budget and Work-plans developed	Approved Annual Work-plans and budgets in place.	Develop Work plans and budgets	Conduct budget consultative meetings
					Facilitate Budget conferences and workshops
					Production and distribution of budget documents
		01 Project developed and 04 projects reviewed per year	Number of Projects developed and reviewed	Review and profile all Projects	Review and profile all existing projects
				Projects Development	Conduct pre-feasibility studies, Consultative workshops and meetings
					Facilitate project Planning (Conducting Appraisal visits, Feasibility studies, Consultative meetings, workshops)
					Conduct training of office bearers in project management
					Conduct base-line surveys for new projects
				Coordinate M&E of all program and project activities	Monitor all UPS project activities
					Conduct periodic evaluations of all UPS projects and activities
		M&E plan developed & M&E Division strengthened	M&E framework and structure in place	Developing M&E Plan & strengthen the M&E Division	Develop the M & E framework and plan.
					Review the existing data collection tools
					Develop the evaluation tools
					Conduct data quality assessment
					Train staff and office bearers on best practices in managing public projects and M & E practices

	Statistical reports produced	No. of Periodical statistical reports produced.	Data collection, Analysis and Reporting	Review and design UPS data collection instruments informed by the M &E indicators
				Train data and reception clerks
				Undertake data collection, analysis and reporting
				Develop UPS strategic plan for statistics
				Conduct statistical audits to assess data quality and provide metadata
				Produce prisons Registers, books and forms
				UPS indicator Meta Data
				Conduct prisoners' censuses
				Conduct UPS Stakeholder Satisfaction Survey
				Conducting UPS WASH Survey
Strengthen estates management and administration	Prisons whose land is surveyed and titled increased from 43 to 62	Number of prisons whose land is surveyed and titled.	Land management	Land Surveying
				Land titling
				Boundary Opening
				Facilitating the Land Board Committee Activities
				Taking stock of all Prisons land
	08 pieces of land identified and purchased for establishment of new prisons	Number of acres of land acquired per year	Acquisition of land	Surveying the identified land
				Fast tracking acquisition of titles of the identified land
Expanding and strengthening the operations of the Duty-Free Shop.	Duty Free Shop beneficiaries increased from 2, 261 to 2,465	Number of Staff that have benefited from Duty Free Shop	Expanding the stock of available products for the duty-free shop	Expand the scope on procurement of a range of duty-free items from 14 to 20 major product categories
				Sensitize staff on the benefits and operations of Duty-Free shop through; social media campaigns, flyers and brochures
				Conducting Monitoring of Duty-free shop activities and beneficiaries
Staff spouses economic Empowerment enhanced	Prisons with Staff spouse's empowerment Projects increased from 04 to 50	No. of prisons with Staff spouse's empowerment projects.	Capacity building in business management	Training and sensitizing the beneficiaries' groups
			Establishing economic empowerment projects	Set up 5 staff empowerment projects by category – canteens, Poultry, Piggery and Rabbit farming
				Set up 19 canteens at selected prisons
				Establish a restaurant at Luzira complex
				Establish poultry project in 20 selected prisons
				Establish piggery project in 20 selected prisons
				Establish rabbit farming in 10 selected prisons

Objective 5: To Strengthen Governance, Institutional Capacity and Accountability.					
Outcome: Enhanced institutional capacity and Performance					
	Strengthen the Prisons SACCO	UPS SACCO operations increased	Staff that are SACCO members increased from 90.9% to 100%	Recruit new members to the SACCO	Identifying and sensitizing staff who are not members
					Enrolling new members into the SACCO
	Improving quality of health care	Staff and their dependents known to be living with HIV/AIDS supported from 743 to 900	%age of staff & their dependents known to be living with HIV/AIDS supported with nutritional supplements	Supporting staff with HIV/AIDS with Nutrition supplementation	Identification staff with HIV/AIDS staff
					Drugs for opportunistic infections
					Staff counselling for positive living
					Provide nutrition supplementation to all staff known to be living with HIV/AIDS
	Enhancing staff welfare programs	Staff canteens empowered in 100 prisons	Number of prisons with staff canteens empowered per year	Capacity building in business management	Staff in beneficiary prisons trained in basic business management
				Capitalizing staff canteens	Capitalize 100 prisons staff canteens in selected prisons
	Establishment of staff children's education programs	Staff children schools established	Number of staff children secondary schools constructed, equipped and operationalized	Constructing staff children's schools	Develop physical plans
					Develop architectural plans
					Procure construction materials
					Construct physical structures using the Prisons Engineering Gang
					Equip the schools with furniture, equipment, tools & other scholastic materials
					Conduct learner enrollment
				Collaborating with MoES on teacher recruitment	Conduct consultative meetings with MoES technical teams
			Number of staff children vocational schools constructed, equipped and operationalized	Constructing and equipping staff children's schools	Develop physical plans
					Develop architectural plans
					Procure construction materials
					Construct physical structures using the Prisons Engineering Gang
					Equip the schools with furniture, equipment, tools and other scholastic materials

Enhance compliance with policies, regulations, standards and systems	Service delivery Performance checklist developed	Approved Service delivery Performance checklist in place.	Approve and disseminate Service delivery performance checklist	Conduct consultative meetings
				Production and dissemination of the service delivery standards checklist
				Conducting inspections & support supervisions in all regions
	All stations complying with Set standards and systems	No. of stations complying with the set standards and systems	Conduct inspections and support supervisions	Conducting Investigations
	All groups of visiting justices facilitated to each prison	Number of visiting justices facilitated	Facilitating groups of visiting justices	Facilitating all the groups of Visiting Justices
				Induction training of all groups of Visiting Justices
Strengthening international, regional and local partnerships	International, Regional and Local partnerships and protocols entered into and implemented	No. of partnerships and protocols entered into and implemented.	Represent UPS at Regional and International meetings and conferences.	Identifying potential officers for peace operations and training them.
				Attending EAC meetings
				Subscribing to ACSA and ICPA
				Attending planning meetings for ACSA
				Attending regional and international workshops and conferences
				Disseminating relevant legal documents of partnerships and protocols entered into by UPS
				Attending the ACSA conference and ICPA
			Protocol officers trained	Training of protocol officers
			National celebrations coordinated	Attending National functions throughout the year.

Objective 5: To Strengthen Governance, Institutional Capacity and Accountability.					
Outcome: Enhanced institutional capacity and Performance					
	Strengthen relations UPS public relations.	A favorable public image of UPS maintained	Percentage of the public having a positive perception of UPS	Enhance visibility of UPS programs	Training staff in Customer care
					Holding Sensitization Seminars
					Operations of the Band
					Facilitating the participation of Maroons teams in National Leagues (Transporting of players and officials, feeding, medical treatment First Aid, Field maintenance, Accommodation on away matches, Advertisement on home matches, providing Refreshments after matches)
					Recruiting and retention of players
					Facilitating UPS to Participate in Darts, Volleyball, Netball, Handball, Taekwondo & Athletics teams in National & regional leagues
					Facilitating UPS Participation in Annual Inter Forces Games & Championships
					Acquiring Sports Equipment and tools
					Equipping staff gym & fitness clubs
					Establishing a UPS museum
					Conducting seminars
					Conducting talk shows
					Facilitating Public Relations and Advertising
					Facilitating UPS official functions coverage

Vision:

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

Mission:

To contribute to the protection and development of society by providing safe, secure, and humane custody of prisoners while placing human rights at the centre of their correctional programmes.

Goal:

A transformed prisoner into a responsible, law abiding and productive citizen

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