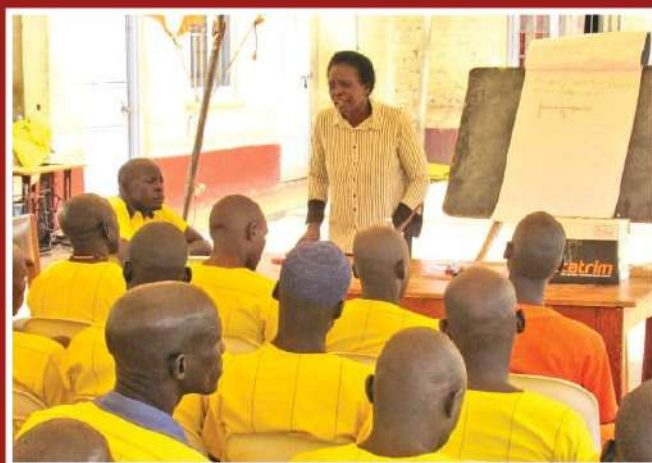




**UGANDA PRISONS SERVICE**  
DIRECTORATE OF CORRECTIONAL SERVICES

**DEPARTMENT OF SOCIAL REHABILITATION AND REINTEGRATION**



**ANNUAL NARRATIVE PERFORMANCE REPORT ON INMATES' SOCIAL REHABILITATION  
AND REINTEGRATION FOR FINANCIAL YEAR 2022/2023**

**JUNE 2023**

## VISION

A center of excellence in providing human rights based correctional services in Africa by 2025

## MISSION STATEMENT

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 programmes

## DEVELOPMENT GOAL

Transformation of every prisoner into a responsible, law abiding and economically productive citizen

## KEY STRATEGIC OBJECTIVES

- ✓ To Provide Safe, Secure and humane custodial services for transformation of prisoners
- ✓ Provide rehabilitation and reintegration services for the transformation of offenders
- ✓ Promote Access to Justice
- ✓ Enhance Prisons Production and Productivity while Facilitating Delivery of Correctional Services
- ✓ Strengthen Governance, Institutional Capacity and Accountability.

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## List of Abbreviations

<b>UPS</b>	Uganda Prisons Service
<b>CDOs</b>	Community Development Officers
<b>CSOs</b>	Civil Society Organizations
<b>FAL</b>	Functional Adult Literacy
<b>FY</b>	Financial Year
<b>JLOS</b>	Justice Law and Order Sector
<b>NGOs</b>	Non Governmental Organizations
<b>MGSDL</b>	Ministry of Gender, Social Development and Labour
<b>UNEBC</b>	Uganda Examination Board
<b>DIT</b>	Directorate of Industrial Training
<b>NUDIPU</b>	National Union of Disabled Persons in Uganda
<b>RRROs</b>	Regional Rehabilitation and Reintegration Officers
<b>NDP</b>	National Development Plan
<b>VEPs</b>	Rehabilitation of Violent Extremism Prisoners
<b>PLE</b>	Primary Leaving Examination
<b>UCE</b>	Uganda Certificate of Education
<b>UACE</b>	Uganda Advanced Certificate of Education
<b>UNEBC</b>	Uganda National Examination Board
<b>AVP</b>	Alternative to Violence Programme
<b>CURE</b>	Communities United to Rehabilitate Errants
<b>SGBV</b>	Sexual Gender Based Violence
<b>PATS</b>	Prison Academy and Training School
<b>J4C</b>	Justice for Children
<b>UNODC</b>	United Nations Office on Drugs and Crime



## Message from the Commissioner General of Prisons



Uganda Prisons Service (UPS) is a member of the criminal justice system tasked with the crucial role of administering justice through management of offenders in different correctional aspects inclusive of Rehabilitation and Reintegration. Social rehabilitation being one of our core mandates requires us to plan and implement programmes that transform inmates into responsible, law abiding and economically productive citizens.

Overtime, Uganda Prisons Service has experienced decline in recidivism. The current rate of recidivism stands at 13.8% reflecting the efficacy of our rehabilitation

programmes in decriminalizing inmates and transforming them into socially acceptable citizens. It is the desire of the Service to ensure that zero recidivism is registered over the next 5 years of the current Strategic Development plan. This intent is being matched with different strategic and operational interventions.

Uganda Prisons Service is contributing to the National Development Plan iii (NDP) (2020/21-2024/25) in various programmes to increase household incomes and improved quality of life. This is being done through skilling of inmates in different agricultural/ industrial trades and facilitating them upon discharge with business start-up kits to initiate income generating projects for themselves and their families. Industrially skilled ex-inmates are transforming their communities as change agents and contributing to national development. Inmates leaving prisons while skilled and trained in behavioral lifeskills pose minimal danger to society.

I thank the Department of Rehabilitation and Reintegration for coming up with this Annual Narrative performance Report for financial year 2022/2023 to share with members of the public Uganda Prisons Service efforts to transform the inmates. The complementary efforts of the different partners in delivering social rehabilitation and reintegration services are highly appreciated.



**Con.DR.J.O.R Byabashaija**

## Message from Director Correctional Services



This Annual Narrative Performance report for inmates' Social Rehabilitation and Reintegration is highly welcome to shine light on one of the cardinal mandates of Uganda Prisons Service. The mandate of rehabilitating inmates is one of the tasks entrusted to the Service by the constitutional of the Republic of Uganda for purposes of ensuring that inmates leaving prisons pose no further harm to members of the public in the communities. It is envisaged that when people who are convicted for different offences undergo rehabilitation for their criminal behavior, they can change and

become responsible, law-abiding and economically productive citizens.

The Directorate is entrusted with the management of prisoners through its two Departments of Custodial Services and Social Rehabilitation/Reintegration. The Department of Custodial Services ensures that all inmates are secured while the Department of Social Rehabilitation and Reintegration addresses their criminal behaviour. The complementary roles played by the two Departments ensure that different aspects of Correctional Services are properly planned and implemented.

Over the next five years of the Strategic Development Plan, the Directorate is focusing on reducing recidivism, increase the number of inmates' schools, create a more conducive atmosphere for the rehabilitation of offenders and introduce Parole which is aimed at decongesting prison units. This will be achieved through collaboration with other directorates and external stakeholders.

I thank the Department of Social Rehabilitation and reintegration for having implemented various programmes activities as presented in this report. Divisional Heads of; Education and Vocational Skills training, Community Corrections, Social Rehabilitation and Social Reintegration are commended for running programme activities from which this report has emerged.

A handwritten signature in black ink, appearing to read 'M. Tiyo'.

**Mr. Milton Tiyo**

**Assistant Commissioner General of Prisons**

## Acknowledgment by Commissioner of Prisons for Social Rehabilitation and Reintegration



I am pleased to present to you this Annual Narrative Performance report from the Department of Social Rehabilitation and Reintegration for financial year 2022/2023. The report gives an in-depth narrative on how inmates were offered rehabilitation and reintegration services from both a qualitative and quantitative perspective. In the narrative performance report, one is able to appreciate the efforts of the Department in its bid to help inmates get reformed and come out of prison as responsible, law-abiding and economically productive citizens.

The rationale for production of this annual narrative report is threefold; to inform our stakeholders the

various inmates' rehabilitation and reintegration interventions the department undertook in the course of the financial year, to serve as part of accountability for funds given to the department to implement the activities and lastly to create tangible reference for those who in the future will be interested in finding out what the department did in the area of inmates' social rehabilitation and reintegration.

I thank the Commissioner General and the entire top management for the special attention and guidance that has been accorded to the Department. The will to commit financial and human resources to facilitate inmates' social rehabilitation and reintegration is bearing fruits as evidenced in the reduction in recidivism.

Inmates' social rehabilitation and reintegration is a collective responsibility by all officers of the Service, however, special mention goes, to the divisional heads, the Regional Prisons Commanders, District Prison Commanders, officers in-charge and the Rehabilitation and Reintegration Officers (RROs) for the work well done. The rehabilitation and reintegration officers did a tremendous job by ensuring that different station rehabilitation activities are implemented and reports about them sent to headquarters for compilation. It is out of the field reports that this annual narrative performance report is derived.

The Service extends its utmost appreciation to our stakeholders for supplementing the efforts of government to social rehabilitate and reintegrate inmates. Our collaboration with other government institutions and civil society organizations' has made it possible for Uganda Prisons Service to succeed in most of its social rehabilitation and reintegration interventions.



**Ms Nantale Juliet**

**Commissioner of Prisons Social Rehabilitation and Reintegration**

# Uganda Prisons Service Strategic Development Plan V 2021-2025

The Planning and implementation of inmates' social rehabilitation and reintegration activities was anchored on the Strategic Development Plan 2021-2025 with focus to contributing to Uganda Prisons Service vision of being a center of excellence in providing human rights based correctional services in Africa. The Departmental planning process took into consideration both the Service mission of contributing to the protection and development of society by providing safe, secure and human custody while placing prisoners' human rights at the center of their correctional programmes. The consideration of human rights correctional based programmes necessitated the department to implement programs that enhance inmates' social rehabilitation /reintegration and human rights.

The Department is cognizant of the Service goal and development objective of transforming every prisoner into responsible, law-abiding and economically productive citizens. Out of this Service goal and development objective, the department is tasked with objective 2 of providing social rehabilitation and reintegration services for transformation of every prisoner into a responsible, law-abiding and economically productive citizen. This has prompted the Department to design programs that address inmates' criminality and at the same time enhance their economic productive capacities.

Programmes for addressing inmates' criminal behavior to transform them into law-abiding citizens included, sexual treatment, lifeskills, counseling and guidance, peaceful conflict resolution, cognitive behavioral therapies, alternative to violence training, anger management training, lifeskills training, livelihood skills training mindset change and formal education. On the other hand, the department provided several vocational skills training programmes as a means to transform inmates into economically productive citizens. These programmes included; carpentry and joinery, tailoring, metal fabrication, handcraft making, soap making, concrete practice and bricklaying, briquette making and farming. Poverty being a driver for economic crimes, the Service considers vocational skilling of inmates as one of the major interventions of rescuing them from the world of criminality.

Part of the planning process included preparing for the reintegration of inmates back to their communities upon completion of their sentences. In this very crucial correction dimension, the following activities were planned for; discharge board meetings, reintegration skills training, pre-release community visits,

Community corrections are equally reported about in terms of the progress being made to implement them in line with the Tokyo rules that emphasize non-custodial sentences.



# Prison population trends during financial year 2022/2023

Taking into account prison population trends informs the planning and implementation of social rehabilitation and reintegration services. By the end of financial year 2022/2023, the prison population stood at 76403 inmates.

**Table 1: Shows the prison population inclusive of gender disaggregation**

Category	Gender		Total	(%)
	Male	Female		
Convicts	37,200	1,633	38,833	50.8
Remands	35,350	1,771	37,121	48.6
Debtors	330	119	449	0.6
<b>Total</b>	<b>72,880</b>	<b>3,523</b>	<b>76,403</b>	<b>100.0</b>

Source: Dept. of Planning

The table shows a slightly bigger percentage of convicts at 50.8% as compared to pre-trial inmates standing at 48.6%. The presence of a bigger convict population presents the department of social rehabilitation and reintegration the task of ensuring that each of the 37200 inmates is availed with opportunities to transform himself or herself into a law-abiding and productive citizen through a number of interventions.



**Fig 1: Inmates of UG. Prison remand**

While the female inmates population stands at 4.8%, this posed unique challenges in as far as their rehabilitation and reintegration is concerned. Female prisoners have got unique rehabilitation needs that require special attention. It is equally important to note that the female remand population is bigger than the female convict population with a difference of 138 female inmates yet the convict population for the entire service is bigger than the remand population standing at 50.8% and 48.6% respectively.

## Age composition of prisoners for the reporting year

The different age compositions of prisoners inform the Service and on how to plan for their social rehabilitation, welfare and reintegration. Inmates' ages help in evaluating the risk factor for re-offending and also the type of special care required for each category. It also helps in identifying different development needs of young prisoners and plan accordingly for their lives after incarceration.

In this reporting year, over 63.3% of the inmates were youth. Understandably; youth have a higher propensity to commit crimes if various crime theories are to be taken into consideration.

S/no	Age group	Percentage Composition for each Gender	
		Male	Female
1	18-20	16.7%	10.7%
2	21-30	47.4%	39.1%
3	31-40	22.4%	25.7%
4	41-50	3.7%	18.8%
5	51-59	3.0%	6.0%
6	60+	1.8%	4.2%

Source; Dept.of planning

The category of more youthful prisoners (**18-20**) years presented different rehabilitation needs which majorly required helping them through different human developmental stages. It is at this stage that youth between 18-20 years are on the journey of self-discovery, livelihood skills acquisition, identity formation and developing emotional/social relationships.

The Department of social rehabilitation and reintegration has of late given serious consideration to age when identifying and designing rehabilitation interventions for inmates. Age is one of the key determinants for assessing an inmate's risk of re-offending upon completion of sentence.

## 1 Report on Inmates' Recidivism for financial year 2022/2023

The net expected outcome for all correctional interventions is that discharged inmates who successfully undergo various correctional interventions shouldn't recidivate and return to prison. The assumption is that by the time inmates leave prison they are fully rehabilitated from their criminal behavior and ready to lead productive and law-abiding lives. In this reporting year, recidivism rate reduced from 14.8% the previous year (2021/2022) to 13.8% in this reporting year of 2022/2023. This contribution is owed to the concerted efforts dispensed in various Correctional interventions.

## 2 Crimes for which inmates served sentences in 2022/2023 and their categorization

Understanding the types of crimes committed by the offenders and criminogenics behind their occurrence forms the basis for designing tailor made rehabilitation interventions and the kind of investment decisions the institution needs to take.

The Service intend to put special focus on the 13.8% recidivists by getting detailed information about each of them to determine the push factors for their re-offending. This will help the service to come up with remedial measures to prevent their re-offending. In this respect, the following crimes were identified.

### Crimes against persons ( Crimes that inflict direct harm on persons)

S/n	Crime	Categorisation	No. of inmates per crime type	%	Interventions
01	<ul style="list-style-type: none"> <li>Apple Aggravated, defilement</li> <li>Apple Defilement, Rape</li> <li>Apple Attempted rape</li> <li>Apple Indecent assault</li> </ul>	Sexual offences	18315	24	<ul style="list-style-type: none"> <li>Apple Sexual offender treatment programme</li> <li>Apple Lifeskills training</li> <li>Apple Cognitive behavioural therapy</li> </ul>
02	<ul style="list-style-type: none"> <li>Apple Murder</li> <li>Apple Attempted murder</li> <li>Apple Manslaughter</li> <li>Apple Kidnap with intent to murder</li> </ul>	Murder related offences	13756	18	<ul style="list-style-type: none"> <li>Apple Alternative to violence training</li> <li>Apple Lifeskills training</li> <li>Apple Anger</li> <li>Apple Cognitive behavioural therapy</li> </ul>
03	<ul style="list-style-type: none"> <li>Apple Assault, Doing grievous harm, threatening violence</li> <li>Apple Child stealing</li> <li>Apple Domestic violence</li> <li>Apple Torture</li> <li>Apple Kidnap and abduction</li> <li>Apple Trafficking in persons</li> </ul>	Violence to persons related offences	4764	06	<ul style="list-style-type: none"> <li>Apple Anger management training</li> <li>Apple Alternative to violence</li> <li>Apple Spiritual and moral rehabilitation</li> <li>Apple Counseling and guidance</li> <li>Apple Socialisation programmes</li> </ul>
			<b>Total</b>	<b>48</b>	

Crimes against persons represent a total of 48% of the entire total prison population. These crimes call for rehabilitation interventions that address poor emotional management among others

### Crimes against Property/Property crimes

S/n	Crime	Categorisation	No. of inmates	Rehabilitative interventions
01	<ul style="list-style-type: none"> <li>🍏 Aggravated robbery,</li> <li>🍏 Breaking,Burglary,theft</li> <li>🍏 Stealing cattle.</li> <li>🍏 Stealing,vehicle</li> <li>🍏 Robbery</li> <li>🍏 Possessing stolen property</li> <li>🍏 Stealing from a vehicle</li> <li>🍏 Possession of government stores</li> </ul>	Economic related crimes	28,971  38%	<ul style="list-style-type: none"> <li>🍏 Vocational skills training</li> <li>🍏 Livelihoods skills</li> <li>🍏 Lifeskills training</li> <li>🍏 Spiritual and moral rehabilitation</li> <li>🍏 Counseling and guidance</li> <li>🍏 Socialisation programmes</li> </ul>
02	<ul style="list-style-type: none"> <li>🍏 Arson</li> <li>🍏 Malicious damage</li> <li>🍏 Injuring animals</li> </ul>	Anger related	1,370  18%	<ul style="list-style-type: none"> <li>🍏 Anger management training</li> <li>🍏 Lifeskills training</li> <li>🍏 Alternative to violence training</li> <li>🍏 Peaceful conflict resolution mechanism</li> </ul>
<b>Total</b>			<b>38.8%</b>	

Crimes against property/property crimes had a percentage representation of 38.8% of the entire prison population. These crimes needed both behavioural and Vocational skills training.

### White collar crimes/ Failure to comply with law/Negligence

S/n	Crime	Categorisation	No. of inmates involved	Rehabilitative interventions
01	<ul style="list-style-type: none"> <li>🍏 Corruption</li> <li>🍏 Impersonation</li> <li>🍏 Obtaining money by false pretense</li> </ul>	Financial crimes	1,185  1.6%	<ul style="list-style-type: none"> <li>🍏 Lifeskills training</li> <li>🍏 Cognitive behavioural therapy</li> <li>🍏 Counseling and guidance</li> <li>🍏 Spiritual and moral rehabilitation</li> <li>🍏 Socialisation programme</li> </ul>



S/n	Crime	Categorisation	No. of inmates involved	Rehabilitative interventions
02	🍏 Desertion, fire arm offences		1290 1.7%	
03	🍏 National Forest related offences 🍏 Immigration related offences 🍏 NDA related offences 🍏 Wild life related offences 🍏 Disobedience of orders 🍏 Traffic related offences. 🍏 Fishing related offences	Low adherence to rules and regulations	2657  3.5%	🍏 Lifeskills training 🍏 Counseling and guidance 🍏 Spiritual and moral rehabilitation 🍏 Civic education on adherence to laws.
		<b>Total</b>	<b>6.8%</b>	

This nature of crimes had a 6.8% representation for the entire prison population. Intervention required for this category are those that help inmates develop self restraint skills and adherence to laws and regulations.

Crime categorization is one of the new approaches the department is using to organize specialized training to address inmate's criminality in the absence of limited resources and time. This is already taking place for inmates convicted of sexual offences. Other categorizations will be put into consideration.

## Introduction to the Annual Narrative Performance Report for Financial Year 2022/2023

The Department of social rehabilitation and reintegration has as a matter of obligation always produced an annual Narrative Performance report to inform all stakeholders the efforts Uganda Prisons Service is dispensing in rehabilitating and reintegrating inmates. When inmates are convicted and sent to prisons to serve sentences, the public is usually unaware what kind of activities inmates are engaged in behind the walls and in most cases resort to speculation. This annual narrative performance report is therefore meant to assure the public and all stakeholders that inmates in prison are undergoing several transformative rehabilitative interventions specifically designed to change them into better persons.

At the beginning of the financial year 2022/2023, the department planned and set out to implement several rehabilitation and reintegration activities under its four divisions of Social rehabilitation and welfare, Social Reintegration and aftercare, Community Corrections, Education and vocational skills training. Divisional targets were cascaded down to the stations which are points for implementing the activities based on set targets. Implemented activities by stations formed the basis of developing this annual narrative report through quarterly report submissions.

This Annual Narrative Performance report covers all major areas of inmates' social rehabilitation and reintegration highlighting qualitative and quantitative information for purposes of making the reader understand and appreciate the processes inmates undergo on their journey to reformation. The inclusion of activity pictures has been done for readers to see inmates in action for the activities being reported about. Different statistical tables have been included to illustrate better certain correctional aspects.

The report equally covers our engagements with different stakeholders in the social rehabilitation and reintegration of inmates. During this financial year, we collaborated with government Ministries, Departments and Agencies (MDAs) and Civil society organizations (CSOs).

Though not reported about is the virtual contribution of the relatives of prisoners, friends and other individual benefactors. These played a silent but important role in the rehabilitation process.

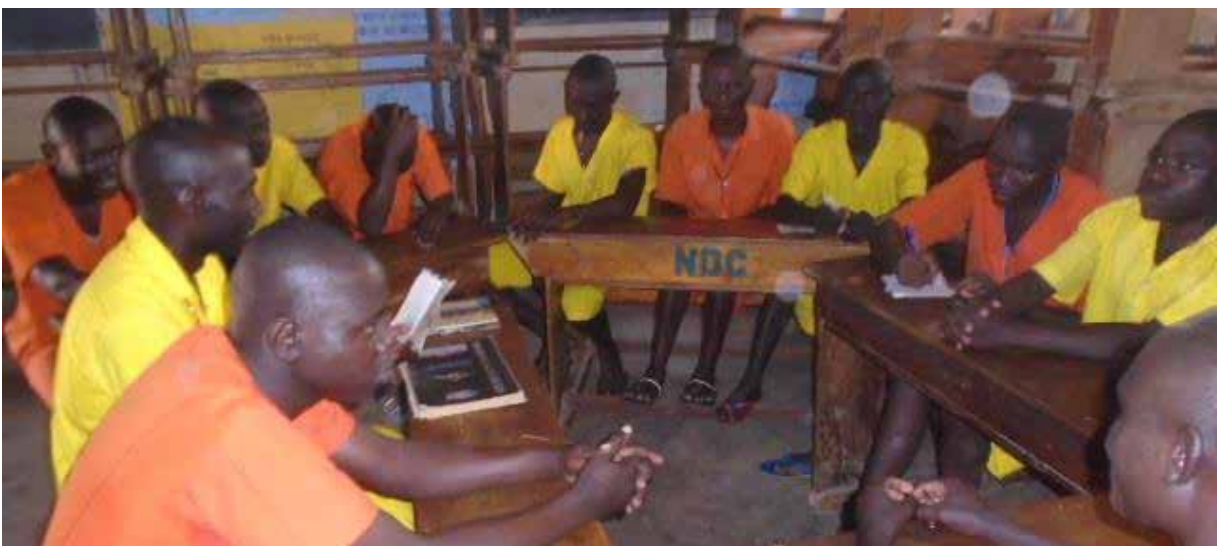
## Division of Social Rehabilitation and Welfare

This is the division whose mandate is to Plan, coordinate implement and supervise rehabilitation and welfare activities in Uganda Prisons Service. Under the division, the following programme activities were carried out to rehabilitate and reform inmates.

### 1 Inmates' Sexual Offenders' Rehabilitation Program (SORP)

Sexual offenders' rehabilitation treatment programme was carried out for **1502** inmates convicted of sexual offences like rape, defilement, incest, child indecent assault and child molestation and others. Inmates sentenced and convicted for sexual offences constitute **24%** of the entire prison population making this category of inmates the second biggest prisoners population in UPS. By their population and nature of offence UPS developed a Sexual Offenders Treatment Manual to guide and inform the RRO staff to run sexual treatment activities for their social rehabilitation and reformation.

The SORP programme was run in **07** regions involving 15 stations covering key areas like cognitive behavioural therapies to deal with issues of negative sexual perceptions, self-restraint/self control, empathy, dreams affected by offending, regret /remorse about sexual offending, group and individual counseling and Self-esteem. The facilitators used different methods of delivering the psychosocial treatment like indepth discussions, group work and aspects of psychoanalysis. The treatment programme ended with each inmate coming up with a plan on how to avoid committing sexual offences once in the communities.



**Fig 2:** *Inmates of UG. Prison Upper prison in an intense discussion on sexual offences*

Inmates who underwent the SORP treatment programme found it very enriching and rehabilitative in nature. Many of them admitted to having had personality flaws that predisposed them to sexual offending without realizing it. They felt empowered and enlightened on the perils of living reckless lives and how to stay within the boundaries of the law.

This treatment programme is one of the new approaches designed to social rehabilitate inmates where focus is gradually shifting from generalized rehabilitation to specific offences with inmates involved being subjected to both individual and group psychosocial treatment regimes.

## 2 Spiritual and moral rehabilitation of inmates

Spiritual and moral rehabilitation programme was effectively implemented in all stations across the country. By the end of the year 2022/2023, **81167 (78967 male and 2200 female)** inmates had undergone rehabilitation through different aspects of religious instruction. The major denominations that delivered spiritual and moral rehabilitation are; catholic, Anglican, Pentecostals and Seventh Adventist.

**Religious instruction was done through the following modes**

### a) Through statutory prayers

As matter of obligation and inline with international standard, inmates were provided to attend prayers on designated religious days. In this aspect, Christian inmates attended prayers on Sundays while Muslim inmates attended theirs on Fridays. It was during these designated days that clergies from the communities around the prisons visited and preached to the inmates.



**Fig 3: Archbishop of Gulu Archdiocese His Grace Rt. Rev. Dr. John Baptist Odama confirming Inmates of UG. Prisons Gulu main and Gulu women**



## **b) Fellowships conducted by inmates**

Inmates as part of their spiritual nourishment formed fellowship groups to have a better understanding of religion and how it could help them address the challenges of life.

## **c) Bible studies**

The Uganda Bible Society conducted several bible studies in various stations to equip inmates with spiritual tools to manage life challenges.

## **d) Quoranic Studies**



**Fig 4: *Inmates of U.G Prison Kitulya farm interacting with Muslim Sheiks from Kampala***

Quoranic studies were organized for the muslim inmates as part of their spiritual and moral rehabilitation. Inmates were trained in the basics of Islam and how to practice it rightly. Most of the quoranic studies in prisons across the country have been conducted by fellow inmates who came to prison when they were already grounded in the muslim faith. Some Islamic organizations provided materials for the studies.

Gospel crusades have been conducted at the behest of several missionary groups from within the country and abroad. Through these crusades, inmates were able to open up about their past deeds and seek salvation.



**Fig 5: Inmates attending church in U.G Prison Bushenyi**

Spiritual and moral rehabilitation has been one of the most stabilizing factor for inmates as it offers them a sense of hope, purpose of life and redemption.



**Fig 6: Moslem inmates of U.G Prison munchison bay attending Friday prayers**

The provision of spiritual and moral rehabilitation has been successful due to the immense contribution of faith based organizations (FBOs). Faith based organization have on regular basis visited prisons across the country and offered spiritual services. This has helped the Service score high in this aspect because the institutional chaplains are few and cannot cover the entire country.

### 3 Counseling and Guidance of Inmates

Some of the predisposing factors for involvement in criminality by the inmates are related to issues of unresolved mental conflict and unexpressed negative emotions leading to depression, anxiety, stress, trauma, hate and low self-esteem. Further some newly convicted and remanded inmates showed signs of extreme fear and dejection at the possibility of losing their freedoms for extended periods of time. It is against this background that **81375 (79175 male and 2200 female)** Inmates were facilitated with counseling and guidance services to empower them to address issues affecting them in a more objective and constructive way.

Through Individual counseling, the rehabilitation and reintegration officers took inmates through various counseling stages to enable them get to the bottom of their criminal predicament. Individual counseling offered inmates an opportunity to bring out deep rooted emotional issues that could have partially contributed to their offending.



**Fig 7: RRO of U.G Prison Jinja Remand (Alupo Mary Gorret carrying out Individual Counseling of an inmate**

On the other hand, group counseling sessions were held for inmates serving similar offences. The purpose of group counseling was to help inmates find support from each on issues of overcoming criminality through sharing experiences. Inmates shared circumstances that led them to commit the offences for which they were serving the sentences and what they could have done differently. Through shared experiences, inmates came up with strategies of avoiding committing similar and other offences.





**Fig 8: PRRO Namudde Daphine of UG. Prison Masindi conducting a group counseling session**

The immediate outcomes noticed in most inmates who received counseling and guidance services were the following;

1. Newly convicted inmates learnt to cope with their new circumstances and adopted measures that helped them go through imprisonment without sliding into depression or anxiety. These inmates are the ones that exhibited emotional stability under incarceration and readily accepted to enroll on various rehabilitation and reintegration programmes
2. Old convicted inmates who were counseled and guided took responsibility for their actions and looked forward to starting a new life after incarceration. When perpetrators of crimes take responsibility for their actions, it acts as precursor for abandoning criminal life and living a law-abiding life.
3. Remand inmates who received basic legal counseling and guidance felt empowered on issues concerning their cases and patiently went through the trial period without too much fear and anxiety. They learnt about court operations and how to seek for justice without legal representation.

Inmates counseling and guidance as one of the key rehabilitation and reintegration programmes helped inmates deal with challenges of criminality through understanding personal psychological issues that could have acted as primary drivers to their offending. This helped them take responsibilities for their actions and paved way for positive behavior in their lives after incarceration.



Prisons statistics clearly indicate that a big number of inmates got convicted and sentenced to prison due to failure to solve conflicts amicably and constructively in their communities. A total of **13211** inmates (**12210** male **and 1001** female) were registered in this category. It is against this background that inmates charged on different offences ensuing out of conflicts were trained in Peaceful Conflict resolution.



**Fig 9: Inmates of UG. Prison Kampala Remand during a peaceful conflict resolution training**

Inmates actively participated in the various trainings across different prison units in the country. Through group discussions, many opened up about their various conflicts and how they emerged eventually leading them to committing offences. The facilitators helped the inmates understand conflicts, parties to a conflict, their effects on different aspects of life and the means to resolve them.



**Fig 10: Inmates of UG. Prison Fortportal women undergoing training in peaceful conflict resolution**

In their feedback to the facilitators, inmates expressed gratitude for the training and wished it had come earlier in their lives. They noted that lack of skills to deal with conflict led them to resort to violence resulting in committing offence. They pledged to handle better future conflicts using the skills acquired.

## 5 Inmates' socialization for social skills acquisition

Inmates were facilitated with Social skills through socializing activities like music dance and drama, games and sports. A total of **79125 (76925 male, 220 female)** inmates were involved in sports, games, music and drama. Across the country. Socializing activities played a dual purpose of rehabilitation through acquisition of social skills and management of stress through recreational engagements.

### Music, dance and drama

Music, dance and drama was conducted in various stations on different themes. Stations have musical dance and drama groups that entertain visitors and fellow inmates. Some stations organized inter-ward music, drama and dance competitions not only to help inmates discover their hidden talents but also deal with stress associated with incarceration. Competition in musical activities also helped inmates increase their self-esteem especially when they were given an opportunity to present to staff and fellow inmates.



Fig 11: *Inmates of U.G Prison Lugore performing an Acholi dance*





**Fig 12: *Inmates of U.G Prison Masindi Main Performing a Traditional Dance***

## **Inmates' Sports and Games services offered**

Sports and games were organized for the inmates in the stations as part of their socialization. Sports and games served three purposes; helping inmates pick social skills and assist them to manage stress associated with incarceration and helping them improve their physical wellbeing. Inmates who engaged in sports and games learnt virtues of teamwork, empathy, fair play and rule observance.



**Fig 13: *Inmates of U.G Prison farm Lugore playing football***

At the moment, UPS is providing ,football,volley ball,basketball,Lawn tennis, Table tennis.



**Fig 14: Women of U.G Prison Mbale Women playing netball**

The provision of outdoor games was limited due to inadequate space in most stations. Outdoor games require enough space to conduct them and this was lacking in most stations. Outdoor games were played mostly in big stations which have enough space to provide play grounds

Inmates participated more in indoor games because they are not spaced restricted and can be anytime regardless of the weather conditions. Indoor games are rehabilitative in nature because they teach inmates aspects of decision making. From a health perspective, the games promote mental health among inmates. Incarceration can have adverse effects on the mental health of inmates if their brains are not engaged constructively.

## **6 Life skills and Behavioral Change Training**

Life skills and behavioural change programme was carried for **19528** inmates as part of the their social rehabilitation. The training involved inmates (**19028** male, **500** female) who were on verge of completing their sentences. This was done in light of limited resources and also the need to give inmates left with a short time in prison. The trainings were delivered over a period of five days by the RRo in the stations. Each training consisted of 50 inmates. The limited number of inmates for each training was for the purpose of ensuring that facilitators interact more with individual participants. Some sessions topics like anger management required inmates to be at the forefront of bringing out issues affecting them how best they could be addressed.





**Fig 15: *Inmates of U.G Prison Masindi undergoing Life skills training***

Inmates were taken through different life skills topics Topics like emotional management, interpersonal skills, communication skills, self-awareness, peer pressure handling, decision making and problem solving skiis, self – management skills and others were presented to te inmates through the training. Using the topics mentioned to taken inmates through different aspects of life and how to respond them



**Fig 16: *Inmates of UG. Prison Mbale women undergoing Life skills training***

According to the facilitators, inmate participants enjoyed the training because the contents touched on real life situations. Furthermore, the interactive nature of the training helped many inmates open up about personal life challenges. The facilitators were of the view that more time be allocated to the training to facilitate adequate knowledge dissemination and conscious raising of the inmates about the perils that await them incase they don't remodify their behaviour to acceptable levels.

At the end of the trainings, inmates were asked for feed-back. From the different stations where the trainings took place, the three most common feedback were; expressed gratitude to the Service for having provided them with an opportunity to undergo training on how to live. Secondly, they requested that government should facilitate lifeskill and behavioural change trainings in the communities so people are guided on how to live and avoid committing crimes. Thirdly, the inmates requested for further trainings of similar nature to empower them in different aspects of life

## 7 Inmates' Livelihood Skills Training

A total of **7000** inmates were trained in different aspects of livelihood skills. This intervention mainly targeted inmates charged for crimes of economic nature but the scope was widened to include others. Inmates participants were drawn depending on the level of vulnerability in terms of economic survival.

Inmates were given both theoretical and practical aspects of livelihood skills. One aspect of theoretical livelihood skills training was on how to start income generation activities in different environmental settings. Inmates were trained in business prospecting and business management skills. Some inmates with practical skills were trained on how to be good workers and easily secure employment.



**Fig 17: Hands on skills training: An inmate making craft shoes and some of the finished craft shoes ready for sale.**



On a practical level, inmates were taught small urban trades so as to help them find livelihood in urban areas. Small urban trades like, laundry services, shoe shining and repair, hairdressing, urban farming of vegetables, and mushrooms were introduced to the participants as potential sources of income generation requiring minimal capital.

At the end of the training, inmates gave their feedback. They appreciated the training and promised to put into use the newly found knowledge. They requested for start-up capital to help them start the businesses since being in prison had made them lose most of their possessions.



**Fig 18: Female inmate of UG. Prison Luzira making pads.**

The facilitators reported that inmates enjoyed the trainings through active participation and sharing of different experiences they had encountered in their quest for livelihoods. Through practical experiences shared, many were able to pick up lessons that they thought would serve them upon leaving prisons. It was equally discovered by the facilitators that many of the inmates had a mindset issue in regard to doing menial jobs like, shoeshining and repair and needed to be helped understand and appreciate small urban trades as potential sources of income for economic survival.

The request by the inmates to be assisted with start-up kits for the small urban trades is realistic and needs to be explored seriously. Small urban trades like shoe shining and repair, small laundry services, tailoring and urban farming are less capital intensive compared to mainstream trades like carpentry and metal work fabrication.

The Service facilitated **253** inmates with alternative to violence and trauma healing training as part of their rehabilitation.



**Fig 19: Female Inmates UG. Prison Jinja women undergoing training in alternative to violence and trauma healing**

Inmates were trained in alternatives to violence and trauma healing as part of their rehabilitation. This intervention has been meant to address both the causative and negative effects of violence and the trauma that ensues to both the perpetrators and the victims. In the training, the work of the facilitator was to help participants open up about their lives, through open communication and also understanding society dynamics in regards to violence. Inmate participants got to know how to transform potential violent power into positivity by deeply reflecting on possible alternative to violence and its attendant effects. The aspect of trauma when violence has occurred was equally discussed with the inmates and indeed many of them were found to be silently suffering from it and needed to be helped to heal from it.



**Fig 20: Inmates of UG. Prison Lira undergoing training in alternative to violence**



Feed-back from the inmates after the trainings was very positive and encouraging. Inmates who had for long carried trauma of either being victims of violence or its perpetrators felt a great sense of relief and looked forward to getting healed. From a criminal perspective, inmates regretted their actions and wished to reach out to their victims and atone for their violent actions.

## **9 Maintenance of Inmates' Relationship with the Outside world**

Inmates were assisted to stay into contact with their relatives, friends' benefactors and lawyers as required by international human rights standards prescribed in different national and international instruments. This was done through phone calling, letter writing and physical visits in the communities of inmates and law firms for those seeking legal assistance.

The Service has as matter of principle strived to ensure that each inmate under its custody is provided with an opportunity to continue relating with his or her people left outside. Resources in terms of airtime, stationery and transport facilitation to prison staff have been put in place to ensure that inmates stay connected to the outside world.

Through maintenances of inmates' relations with the outside world, inmates were able to receive both material and moral support during their incarceration. This support helped convicts to patiently serve their sentences while for the remands, it helped them get legal assistance from different sources. Furthermore, inmates were able to have some degree of control over their estates even when under incarceration.

Keeping inmates in touch with their relatives, friends and benefactors helped in promoting their rehabilitation and security of the prison. Inmates on rehabilitation programmes are able to follow programmes if they are emotionally stable and facilitated with life basics. On the other hand, linking inmates to the outside world was part of the integrated dynamic security that sought inmates' good behaviour by ensuring that they are in contact with their friends and relatives.

Visitations to the different prisons units as a result of contacting relatives, friends and benefactors of inmates were hugely enhanced. Each prison station put in place atleast 03 week days for inmates 'to receive visitors and provide material assistance but also consult with them on key decisions concerning their estates. This helped stablising inmates in prison and prevented indiscipline and riots resulting from stress of not being visited.

## 10 Rehabilitation and Welfare of Elderly Prisoners

In the reporting financial year, Uganda Prisons Service had **1332** male elderly prisoners and **80** female inmates (**60** and above) spread across the country in different prison units. By nature of their age, elderly inmates are classified as being vulnerable requiring special attention while under incarceration. In this respect, activities involving their rehabilitation and welfare involved boosting their immunity, promoting their physical and mental health status, facilitating family and legal contacts, helping them develop skills and sharing of life experiences were carried out

### Activities:

#### a) Sharing life experiences

Life experience sharing sessions were used as tools for the rehabilitation of the elderly inmates. Through sharing their experiences, the elderly were able to reflect on their actions and also relieve emotional trauma they had carried for a long time.



**Fig 21:** *Sensitizing elderly prisoners on their Wellbeing at Kampala Remand Prison*

## b) Visiting Communities of elderly inmates

The R&R department realized that majority of the elderly prisoners have been neglected by their relatives whereby they hardly receive visitors which impacts on their wellbeing while at prison. Community visits were conducted to encourage relatives of elderly inmates visit them in prisons.



**Fig 22:** *A son visiting his elderly father after a long time in UG. Prison Murchison bay*

## a) Sports , Games and Recreational Activities

The period July 2021 to June 2022- Rehabilitation and Reintegration Officers organized several Sports and recreational activities for elderly prisoners. This was done to encourage them to be physically active.



**Fig 23:** *A football team of elderly inmates taking a group photo moments before the game*



## b) Urban farming for the elderly inmates

Elderly inmates were taught simple urban farming methods. This helped them to manage incarceration productively and purposely. They grew a variety of greens and egg plants which they used to supplement their diet and improve their nutrition.

## c) Elders celebrating the International old person's day

Elderly inmates in prison celebrated the International Day of Older Persons on 1st October 2022 under the theme titled "Resilience of Older Persons to Cope in a Changing World"



Fig 24: *Elderly prisoners entertaining guests on the International day of older persons*

## 11 Social rehabilitation and reintegration of inmates with disability

Uganda Prisons Service registered **100** disabled inmates (**83** male and **17** female) across the country in different prisons units. These are inmates who were admitted to prison as disabled persons. By nature of their physical and psychological disposition, disabled inmates required special attention in as far as their welfare, social rehabilitation and reintegration is concerned. It is against this background and inline with Uganda's Sustainable Development Agenda of leaving no one behind, beginning with furthest excluded'' that the Service embarked on a journey to customize certain services to fit the needs of disabled persons.

Identification of disabled inmates and documentation of their details in respect to their disability was done. This documentation enabled the Service to plan manage their disability needs at a collective and



individual level.



**Fig 1: Disabled inmates of UG. Prison Luzira Murchison bay undergoing sensitization about disability rights**

Inmates were sensitised on their rights as disabled persons as a means of empowering them to know and appreciate their issues. From the sensitization given, many learnt that they had the same opportunities to life just like their fully abled inmate colleagues. From this point, some depending of their levels of disability have started enrolling to vocational skills training programmes

Inmate caregivers were trained and skilled in helping disabled inmates cope with challenges occasioned by disability. Selecting inmates as caregivers was considered because these are the inmates who live with them on a day to day basis and from time to time. The results of this training are already yielding fruits and disabled inmates have already reported an improvement in their quality of the lives.

Psychosocial services like counseling were equally offered to disabled inmates to enable them be emotionally resilient. Counseling covered issues related to their criminal activities and their disability. Combining the two elements of counseling positively impacted on the disabled inmates.



**Fig 1: Disabled inmates of UG. Prison Luzira women undergoing sensitization about disability**

## 12 Violent Extremist Prisoners (VEPs)

Violent Extremist Prisoners (VEPs) are an emerging group of prisoners whose rehabilitation and re-integration requires a more customized approach. VEPs are characterized by remorseless, ruthless, and capable of awful acts of violence. They are deeply indoctrinated especially in matters of politics, culture and religion. They have extended intricate networks, high-end mission & with sophisticated mode of training, closed solidarity with great intolerance towards diversity

In this reporting year, they were 53 VEPs convicts serving sentences and of these, 17 will be released within the next three years from now.

VEPs undergo special de radicalisation interventions on addition to regular rehabilitation programmes.

### a) Mindset Change Training

They were taken through mindset change sessions which aimed at addressing the root causes of violent extremism, such as radicalization and extremist ideologies. By providing inmates with mind blowing reflections and accounts for mindset change, they are better equipped to break the cycle of violence and reduce the likelihood of returning to extremist activities after release. Mindset change sessions aid these individuals develop non-violent conflict resolution strategies. Teaching alternative ways to address grievances and disputes significantly contribute to reducing the risk of resorting to violence as a means of expressing frustration or disagreement.

### b) Life skills programs

Life skills are key in fostering personal growth and development to empower individuals to develop essential life skills, such as communication, conflict resolution, and emotional regulation. These skills contribute to personal growth and help prisoners take responsibility for their actions. By instilling a sense of accountability, inmates are more likely to make positive choices upon release. The trainings involved; group activities, counseling and fostering a sense of community among inmates. Positive relationships with peers and mentors provide emotional support and a sense of belonging, which is crucial for individuals who may have been isolated or radicalized in the past.

### c) Education:

Education is an unquestionably powerful tool for combating ignorance and prejudice and ushering cognitive development. By offering educational opportunities to violent extremist prisoners, they have gained a broader perspective, critical thinking skills, and a better understanding of different cultures and beliefs. This knowledge contributes to tolerance and reduce the likelihood of engaging in extremist activities. Engaging violent extremist prisoners in rehabilitation programs demonstrates society's commitment to their potential for change. By providing opportunities for personal development and education, these programs contribute to rebuilding trust between the individual and society, facilitating smoother reintegration upon release.

### d) Hands on skills

Vocational skilling practical skills training, such as vocational and hands-on training programs, enhances the employability of former prisoners. At the station, these programs are screen printing, carpentry, dobbly, hair cutting, tailoring and shoe making. By equipping them with marketable skills, rehabilitation programs increase the chances of successful reintegration into society. Employment is a key factor in reducing the likelihood of individuals returning to criminal or extremist activities.



**Fig 2: Inmates undergoing Carpentry Skilling**



# Division of Formal Education and Vocational Skills Training

Inmates were provided with educational programmes which included; functional Adult literacy education, formal education and vocational skilling in financial year or 2021/2022 as part of their social rehabilitation. A total of 3257(3056 male and 201 female) inmates attended the above mentioned programmes within the prisons from primary level to tertiary level.

## 1 Functional Adult Literacy



**Fig 3: Inmates of U.G Prison Lira women undergoing Functional Adult Literacy**

Illiteracy rate among the prisoners stood at **35%** in the Uganda Prisons Service. The national illiteracy rate stands at **20%** Meaning the prison illiteracy rate is higher than what is in the community. A total of 4000 inmates lacking any basic literacy skills were facilitated to learn, how to read, write and understand community activities from different life perspectives.

S/no	Level	Enrolment		
		Male	Female	
01	FAL 1	1301	100	
02	FAL 2	810	75	
03	FAL 3	750	74	
04	FAL 4	510	71	
		3362	320	





**Fig 4:** *Inmate learners of U.G Prison Kakiika in a classroom session*

Functional Adult Literacy was provided to empower inmates with the ability to read, write and handle community challenges. It also acted as a precursor to enrolment of other rehabilitation programmes like vocational skills training that needed basic literacy

## 2 Inmates' formal education

The provision of formal education is premised on the facts that; it offers strong rehabilitation benefits to inmates who committed offences as illiterates to develop better cognitive abilities to make informed decisions. Secondly formal education is get way for other trainings such as vocational skills training. Thirdly, facilitating inmates with formal education provides them with employment opportunities when they leave prison. Lastly but not least, formal education has boosted inmates' self-esteem to a point where many developed different perceptions about life and other worldly affairs.

### a) Inmates' Formal Education Statistics

S/no	Academic level	Enrolment		
		Male	Female	Total
01	Primary	2463	201	2664
02	Secondary	728	66	794
03	Tertiary	40	-	40
	Grand Total			8498

The number of female inmates enrolling for formal education has gradually grown over a period of time. This is a positive trend because the previous years had registered

## b) Inmates' Performance in National Examination

The Service presented **300** inmates for Primary, Ordinary and Advanced 'level examinations at the different centers across the country.

It has been a Service policy to present inmate learners for national examination so as to help them proceed to the next academic level.

### Results for Primary Leaving Examinations (PLE) for 2022

S/no	Division	Frequency
01	Div. i	18
02	DIV.ii	124
03	Div.iii	29
04	Div.iv	20
05	Div.U	06
<b>06</b>	Div x	<b>07</b>
	<b>Total</b>	<b>204</b>

The number of inmate candidates sitting for PLE has increased. Equally important is to note the improvement in performance. Inmates who passed PLE were enrolled in Prison Secondary Schools



**Fig 5: Some of the inmates Candidates of UG. Prison Gulu who sat for PLE**



## Results for Uganda Certificate of Education (UCE) 2022

S/no	Division	Frequency
01	Div.i	00
02	DIV.ii	11
03	Div.iii	21
04	Div.iv	34
	Div. 9	1
	<b>Total</b>	<b>66</b>

There was an increase in the number of inmates sitting for UCE from **45** the previous year to **66** this reporting year. More inmates are getting interested in Education with each year when they see their friends celebrating results.



**Fig 6:** An inmate of U.G Prison Upper lifted up by colleagues for performing well in National examinations. The Headteacher Mr Gilbert Nuwamanya (Dressed in blue coat) and other staff celebrated with the inmates

## Results for Uganda Advanced Certificate of Education (UACE) 2022

S/no	Passes	Frequency
01	3pps	08
02	2pps	10
03	1pp	10
04	Subsidiary Passes	01
05	Absent	01
	<b>Total</b>	<b>30</b>

Out of 30 inmates who sat for UACE in 2022, 18 of them qualified for University entry and other tertiary institutions. Inmates performance at UACE is improving with each passing year. Avenues for Advanced “A” levels studies at regional level, are being explored

### 3 Inmates ‘Vocational Skills training

Vocational skills training of inmates was carried for 23061 inmates in 128 vocational training stations spread across the country. From a gender disaggregation perspective, 21791 of those trained were male and 1,270 were female inmates respectively.

With a youthful prison population constituting 65%, and largely convicted and sentenced for economic related crimes like robbery, theft, burglary and others, the provision of vocational skills aimed at giving the youth better alternatives to economic self-sustenance through various vocational trades.

### Enrolment per trade classification

S/no	Trade Classification	Specific trades	Enrolment	
			Male	Female
01	Industrial trades	Carpentry,tailoring Handcraft,metal fabrication,shoe making,candle making,masonry,screen printing and	15167	1012
02	Agricultural trades	Maize growing, cotton growing, sunflower growing,vegetable growing,mushroom growing,poultry farming.	6844	350
	<b>Total</b>		<b>22011</b>	<b>1362</b>





**Fig 7:** *Inmates of U.G Prison Arua Main in a tailoring training session*

Trade testing of inmates was done for inmates who had attained competence in their various trades over a period of time. The trade testing was done by the Directorate of BTVET of the Ministry of education and sports.



**Fig 8:** *Inmates of U.G Prison Upper learning how to make soap*

Inmates who successfully passed their trade test examinations and are still serving their sentences were absorbed in the Service industrial and agricultural production as inmates employees earning stipulated rates under the earning scheme.



**Fig 9: *Inmates of U.G Prison Luzira women in their hair dressing training session***

## **Inmates Preparation for Trade testing**

**150** Inmates were prepared for trade testing in various vocational trades. Trade testing of inmates is the final stage in their Vocational training as a means of certifying their skills and acquisition of certificates for presentation to prospective employers when they seek jobs.

By the time the 150 inmates who had been prepared for trade testing were ready, the national trade testing exercise had already been done for this reporting year. It is therefore, hoped that the inmates will be trade tested in the next Financial Year 2023 - 2024.



**Fig 10: *An Inmate as an instructor explaining the parts of a tailoring machine to the learners***



## Division of Social Reintegration and Aftercare

The division of social rehabilitation and aftercare is entrusted with planning, coordinating and implementing programme activities that facilitate re-entry of inmates back to their communities upon completion of their sentences. It is a well-known fact that inmates getting discharged from prisons face serious challenges that hinder their reintegration into their communities and sometimes drive them back into the world of criminality. It is against that background that planning well for their reintegration back into their communities is of great importance. **11,913** Inmates supported in prerelease preparation (476 Females)

The following social reintegration and aftercare activities were carried out;

### 1 Conducting discharge board meetings to prepare inmates for reintegration

Discharge boards meetings were held in prison stations for inmates left with 03 months to complete their sentences. Through the discharged board meetings, station managements were able to identify individual inmates challenges and plan reintegration accordingly. The most prominent needs identified among all inmates; where to live upon leaving prisons, what livelihoods would be available for their economic sustenance, dealing with stigma of being ex-convicts, broken relationship with friends and relatives and many others. Out of the needs, RROs worked out each individual inmates to come up with solutions to address the needs identified.

### 2 Pre-release counselling of inmates due for release



**Fig 11:** sSRRO Nyaburu Agnes counselling inmates due for release in U.G Prison Lira



Pre-release counselling of inmates due for release seeks to address deep rooted fears inmates exhibit prior to their discharge in the communities. Some harbour anger, hatred and ill will against society and specific individuals who they perceive as having been responsible for their predicament. In extreme circumstances it has been noted that some inmates plot acts of revenge against certain people whom they hold accountable for their imprisonment or those who too advantage of their being in prison disorganised their families and led to loss of property.

One of the key reintegration activities that was carried out was training 6,438 Inmates in reintegration skills (258 Females). Reintegration skills involved empowering inmates with knowledge on how to navigate the challenges of reintegration. Most inmates who get discharged into the communities find it hard to rebuild their lives having been away for many years. Many of them can't find employment, proper places of abode, or easily find community acceptance to participate freely in civil activities. The training dealt with how to respond appropriately to each challenge depending on each individual inmates' circumstances. The Trainings equipped inmates with Skills and information relevant to their successful reentry in the community. Training content included, communication, positive living, livelihood/ business start- up, Seeking Employment, Building Self- confidence, integrity and Civic participation, awareness sessions on key aspects of re-entry in the communities and how inmates can access further assistance.

### **3 Reintegration Skills Training for Inmates due for Release**

A total of 150 inmates due for discharge were trained and empowered in reintegration skills. Reintegrations skills training sought to empower inmates with tools to address the challenges they face when they return to their communities. Challenges like unemployment, stigmatization of having been in prison, accommodation and access to several public services make life hard for discharged inmates. To address the challenges, inmates were trained in social community communication skills, positive living, starting livelihood gaining acceptability, building self-confidence and integrity, dealing with stigma of imprisonment and general civic participation.

Through the training and with the help of RROs, inmates due for release were able to draw up strategies to address challenges of different nature that they anticipated to find in the communities in their reintegration.

Pre-release visits were conducted by Social Workers to **157** Inmates' families and communities. The cases that required pre-release visits were those that presented serious reintegration challenges as presented by the inmates during the discharge board meetings. Special consideration was also given to: former condemned prisoners, Mid- and long-term prisoners who served 3 years and above, Offenders who present difficulties of re-entry, Cases which required restorative justice initiatives (mediation, healing, reconciliation, etc.) and Female offenders with social challenges, offenders who received no visitors, terminally ill inmates, Prisoners with adverse health conditions, mentally sick prisoners and prisoners of assessed special need.



**Fig 12:** *SRRO U.G Prison Remand Sophie Carol Wanyenze visiting a relative of on a pre-release visit to a relative of a prisoner*

Rehabilitation and reintegration Officers visited homes of inmates and interacted with various members of the community about issues of inmates' reintegration. Out of the interactions with members of the inmates' community, they were able to sensitize them about the need to give the inmates a second chance to live since they had served their sentences and appeared to be fully rehabilitated.

The visits were also purposed to prepare the offenders' families and communities for the return of their members and to discuss the necessary support that the inmate would need on return. Social actors are involved during the meetings and support the follow up processes.

## 5 Reintegration Packages for Inmates on Discharge

Reintegration packages were given to 117 inmates (95 males and 22 females) as part of the overall strategy of ensuring that discharged inmates don't recidivate through commission of new offences arising out of lack of livelihoods. Reintegration packages are different categories of start-up tools designed out of the vocational trades skilling inmates underwent through during their incarceration as part of their social rehabilitation. These packages included carpentry, tailoring, farming, hair dressing, farming, metal fabrication, handcraft and many others. The beneficiaries are recommended by respective Station Discharge Boards.



**Fig 13:** RR Staff And OoGulu Main Prison handing over Reintegration packages to inmates due for discharge





**Fig 14:** *Ex-inmates receiving weaving and beautification packages from Officers at Luzira Women Prison*

## 6 Aftercare activities carried out for Discharged inmates.

During the implementation period of 2022/23, 335 discharged inmates were followed up and supported (281 Males, 54 females) in their reintegration in the communities. This is in accordance with the UPS Standing of 2017, 1-5 which states that “support will be given to discharged prisoners as a way of encouraging them to continue being law-abiding and avoiding relapse into the world of criminality”. The process of discharged inmates getting fully reintegrated in their communities takes months and sometimes even years and it varies from one inmate to the other. It is against this background that the Service saw it necessary to provide for aftercare of discharged inmates.



**Fig 15:** *The right is the Prisons Social Worker (Amuge Rose) and the ex-inmate is the 2nd on the left hand side putting on sleeveless Red T-shirt and a cap at their Ancestral Home.*

RRos visited several communities where discharged inmates were settled and inquired about how their reintegration was progressing. Counseling was offered to those found with challenges of emotional nature. Those who had received resettlement packages were visited and evaluated in terms of finding out whether the support given was making a difference in their lives. Further referrals were made in respect to employment and medical attention. The local leaders and relatives were equally met during the post-release visits to get independent views about inmates' reintegration process.

In general terms, the post-release visits were well received by the discharged inmates as it post-release visits served an important role of giving back-up assistance to discharged inmates facing challenges in their communities.

## 7 Creation of A half-way home for Female inmates

Wells of Hope an NGO, established a safe home for female inmates with serious challenges of reintegration. This home offers inmates some time to gradually re-enter their communities after mediation and reconciliation with members of the community.



**Fig 16:** *Ms. Suzan Burton a promoter of the wells of Hope Safe Home, paying a courtesy visit to UPS*

## Division of Community Corrections

The Division of Community Corrections carried out various activities inline with its mandate. Most of the planned activities carried out were basically technical preparations for the full operationalization of community corrections like parole, release on license and others. Before placing inmates on community corrections, a number of regulatory instruments must be developed, validated and approved. It is against this background that no inmate has so far been placed on any community correction yet the intervention is highly envisioned as one of the methods of decongesting prison and also facilitate the reintegration process.

In the course of the year, the following technical preparatory activities for the full implementation of community corrections were carried out.

### 1 Development of the Legal Framework for Community Corrections:

A 2 days meeting with Solicitor General about development of the Parole Regulations was held at the SEA's Office as part of the preparatory process to actualize community corrections in Uganda Prisons Service.

It was observed during the meeting that the parole provision in the Prison Act of 2006 provided for intermediate release and not parole. This observation came to light because what is provided for the Prison Act did not fully consider the technical ingredients of Parole as it is supposed to be operationalized.

The meeting advised that the Prison Act of 2006 be revised to incorporate the International Standards of Parole to pave way for its operationalization. The current provision of parole in the Prison Act of 2006 is an impediment to the implementation of parole.

### 2 Community Engagements to prepare citizens for parole

The introduction of Community Corrections is eminent albeit the challenges standing in its way to have it fully operationalized. It is for this reason that the division is undertaking community engagements with several stakeholders to sensetise them about Community Corrections and also seek for areas of contention.

Community Corrections engagements were carried out in the communities of Saaza, Rakai and Sembabule. This was done to make sure that the community members get to know about the new programme. Members were sensetised on What community corrections are, and what it entails; How inmate beneficiaries would be chosen; Who will implement the Community Corrections and how it will be done and the anticipated challenges plus proposed interventions to mitigate them



### **3 Community engagements with Stakeholders/CSOs/NGOs**

Part of the preparatory work for the implementation of community corrections involved identifying stakeholders among the civil society organisations (CSO) and Non Governmental Organisations. In this regard, the following organisations were identified and engaged over what role they would play when community corrections come into effect. These are but not limited to UN Sport Light Initiative, Alternative to Violence Programme (AVP) and CURE

### **4 Engagement with other government ministry and agencies**

Engagements were carried out with Ministry of Judiciary and Constitutional Affairs, Ministry of Labour, Gender and Social Development, Directorate of Community Service and Ministry of Local Government

Both Government and Non Governmental Agencies expressed willingness to work with the UPS in the implementation of Parole and Release on License especially with regard to supervision of the beneficiaries. This is because given the successful implementation of both programmes, will help in reducing the congestion levels in Prisons, Promote inmates' human rights, strengthen family ties, reintegrate inmates more successfully, and reconcile the inmates with their victims.

### **5 Creating Community Corrections Awareness among UPS Staff**

Community Corrections awareness was implemented among the following Officers in Charge of Units in the South Eastern and East Central Regions. These units were; U. G. Prisons Ssaza, Rakai, Ssembabule, Masafu, Kisoko, Tororo (M), Tororo (W), Mukuju, Mbale (M), Mbale (W), Kumi, Soroti, Amuria, Kauga, Masaka, Rwemiyaga & Busaana. These sensitization drives also included other Prison staff i.e. both Females (93) and Males (170).

### **6 Community Corrections Training for Officers in East-Central region**

Officers in East-central region were trained on issues of Community Corrections. The training took place at Lugazi - Stone Castle Inn. The participants were drawn from 3 Regions namely; East Central, South Eastern and Eastern Regions. The workshop was blessed with the participation of 2 RPCs i.e. ECR and SER and other participants were drawn from the following Prison units namely; U. G. Prisons Jinja Remand, Lugazi, Jinja (M), Tororo (M), Bugungu Y.P. Nakisunga, Jinja (W), Soroti, Bugembe, Nyenga, Mbale (M), Nagojje, Kauga, Ngogwe, and Buikwe.



**Fig 1: UPS Participants of the Lugazi Workshop**

## 7 9<sup>th</sup> CURE International Conference – 1st – 5th May 2023

The Service sent three Senior Officers to Nairobi to attend the 9th International Conference on Communities United to Rehabilitate Errants (CURE) which was organized by the Pan African Citizens and hosted in Nairobi, Kenya. Under the auspice of CURE, ex-inmates are rehabilitated and assisted with their reintegration through the formation of NGOs. These are mainly Community Based which makes it easy for them to operate in the Communities.



**Fig 2: Assistant Commissioner Ms Nalwanga Sarah (C) and PRROs Jane Nakaliika (L) and Nuruh Mbalyowere(R) at the Conference in Nairobi**

## 8 Conference Recommendations

Several recommendations were made during the conference and these included; the abolition of the death penalty sentence, voting and telecommunication rights for inmates, improvement of prison conditions through collaboration, development of Manuals for staff training and use of restorative justice as part of the correctional agenda

## 9 Activities of the National Gender Based Violence Bench - MGLSD

- a) A MGLSD activity of assessing accessibility of health services by Adolescent Girls & Young Women (AGYW) in the Districts of Kamuli, Kaliro and Jinja.
- b) A presentation on, "Gender Mainstreaming: Opportunities and Challenges" was made to participants of the Intermediate Course held in Prison Academy and Training School (PATS).
- c) A discussion with PATS Instructors brought out the urgent need for R&R Staff to be deployed at PATS to offer counselling services to the new recruits who in most cases are still children.
- d) Took part in the MGLSD and MOH Activity in the Eastern Region which included assessment of Adolescents Girls and Young Women accessibility of ANC Services from specified Health Facilities. The activity was implemented in the Districts of Kamuli, Kaliro and Jinja.

## 10 Activities of the National Community Service Committee (NCSC):

- a) A NCSC Meeting was held at Uganda Law Reform Commission and discussion of the RIA Report was the centre of discussion.



**Fig 1: NCSC Meeting at ULRC**



- b) Field visits were carried out in the Eastern and Southern Region. The activity included Prison visits to Kumi, Soroti, Amuria, Ssaza, Rakai and Sembabule Prisons. Another activity was attending District Community Service Committees at the respective Districts.



**Fig 1:** *The NCSC meeting stakeholders at Kumi and Amuria Magistrates' Courts*

## **11 Community Service Implementation selected status Findings:**

- a) In Bugiri there are very active Community Service Supervisors who ensure that the offenders sentenced to do Community Service do it to the dot.
- b) In most of the Units, inmates had benefited from plea bargaining and Community Service. These are the best Community Correction programmes which are helping to decongest the Prisons
- c) In some units like U. G. Prison Namungarwe, the Community Service Supervisors were not visiting the units to sensitize inmates about CS and to identify beneficiaries. From the court it was noted that 6 offenders had benefited from CS and there are some who benefited from plea bargaining.
- d) In U. G. Prison Kamuli, 15 inmates benefited from CS in August and 5 inmates in September 2021.
- e) It was noted that in some units like Kigandalo, there are some beneficiaries of Community Service who abscond thinking that they have been released from court.
- f) In Central Region, Community Service is being awarded in Luwero where the Community Service Officers are located.

## Welfare of Children Living with their Mothers in Prison

Uganda Prisons Service under Section 59 of the Prisons Act is-mandated to provide services to cater for children of female Prisoners accompanying their mothers to Prison. This includes provision of conducive accommodation, healthcare, nutrition support and resettlement into the community when the children reach the mandatory age of 18 months.

During the period 2022/23, there was an average of 300 babies living with their mothers in Prison in the 19 Prison facilities designated for female offenders and some in female sections annexed to the male Prisons. The following welfare services were provided to the infants to mitigate the effects of imprisonment on them;

### 1 Daycare Centers and Creation of Special separate places within prison



**Fig 1:** *Children of female inmates in daycare center at Luzira Women Prison*

There are currently 4 day care centers formally providing services for babies in Luzira, Mbarara, Gulu and Arua. The additional facilities have improvised/ modified spaces to cater for the children during the day, while their mothers engage in rehabilitation programs. Where daycare centers are lacking in prisons, special places have been made inside the prison to cater for mothers with babies and those who were incarcerated while pregnant.



**Fig 2: Daycare Center for Children of Female Prisoners of U.G Prison Luzira Women**

## 2 General Welfare of Children

Other services provided are Quality Healthcare, nutrition support, clothing and sanitation and hygiene items for babies and their mothers.

The heifer project has been extended to all female units; allocating lactating cows to provide milk for babies



**Fig 3: Daycare centre for children of female prisoners in UG. Prison Mbarara Women**





**Fig 4: Children of female prisoners at a daycare centre in UG. Prison Mbarara women**

### 3 Resettlement of Children Back to the Communities

152 babies of female Prisoners were resettled with families, relatives and approved homes under the alternative care framework. Funding to support the process of resettlement and following up resettled children needs to be established. The Prison Social Workers and administration worked with Probation officers in the respective districts to resettle children whose connection with families and relatives was difficult. The female inmates received counseling and support to prepare for the resettlement of the children.

NGOs and communities near the respective Prison Units supplemented Prisons efforts through donations of clothing sanitation and nutrition supplements for the children.

#### Way Forward

1. Fast track Development of Management Guidelines for children accompanying their mothers to Prison
2. Increase budgetary support to the welfare of babies
3. Provide more Day care Centers to Regions with considerable numbers of female Prisoners
4. Strengthen engagement with Probation officers and other actors in communities involved in resettlement of children for timely interventions and continued support and follow up of resettled children.

#### 4 Interagency Cooperation; Benchmark Visit to Luzira Prisons

In May 2023, the **Governance and Security Sub Program (JLOS) Justice for Children (J4C) Access to Justice Sub Program** arranged to benchmark Uganda Prisons Service on the management of prisoners in order to improve welfare, dietary and rehabilitation conditions for children in remand homes, rehabilitation and reception centers.

The team comprised of the J4C Steering committee members, Remand home managers and National J4C coordinators. They Visited Upper Prison, Kampala Remand, Luzira Women and Murchison Bay Prison.



**Fig 5: Justice for Children Steering Committee Members**

Among the recommendations of the successful benchmark were the following;

- 🍏 To have Uganda Prisons undertake a capacity building session with MoGLSD social workers, PSWOs, In charge remand homes and rehabilitation centers on management of custodial services.
- 🍏 It was agreed that there should be a review of operations of the Remand Homes and the Children Act, 2016 as amended.
- 🍏 The need for transitional facilities such as the one at Murchison Bay Prison for young offenders that turn 18 years of age while in the remand home than mixing them with hard core criminals.

- 🍏 There should be high level cooperation meeting on matters of welfare (food) of child offenders in the detention facilities.
- 🍏 Regional Coordinator Nakawa was tasked to put more emphasis on supporting the young offender's facility at Murchison Bay prison as part of his routine work.
- 🍏 Following the good practices, the team agreed that the secretariat conducts a high-level feedback meeting to discuss a practical way forward on the best practices identified.

The learning visit gave an opportunity to the team to have insights of rehabilitation services available to inmates. The team intends to use the findings to support Ministry of Gender in making decisions on interventions to enhance the welfare and rehabilitation and dietary needs of children in remand homes, reception and Kampiringisa, National Rehabilitation Centre.



**Fig 6: Women undergoing rehabilitation activities while their children are safely kept at the daycare centre**

Female inmates with babies in prison are usually torn between looking after their babies and attending correctional programmes. The establishment of daycare centers in female prisons allows mothers to attend correctional programmes while their children are well tendered to. In female prison units without daycare centers, mothers usually opt out of correctional activities because their babies come first in terms of priority.



## Inmates' Access to Justice

In the reporting financial year, the service registered **37121** (**35350** male and **1771** female) remand inmates constituting **49%** of the prison population. All the remand inmates were assisted to access justice as part of the Service obligation in objective **03** to promote access to justice. Promotion of inmates' access to justice by the Service was done through timely and regular production of inmates to courts of law whenever required and also through other soft engagements with remand inmates and other stakeholders like actors in the criminal justice system and other stakeholders.



**Fig 7: Inmates of U.G Prison Bushenyi Main and Bushenyi Women undergoing sensitisation on Plea-bargaining**

Through soft engagements, inmates were facilitated with the following assisted.

1. Empowerment of inmates through basic legal sensitization so that they can be able to properly follow court proceedings and demand for justice. Inmates were routinely educated about the law and guided on how they could pursue justice. This was done because most of the inmates inclusive of some who were educated were ignorant about the law yet most of them could not afford to hire lawyers to held them.

Sensitization touched on basic issues like helping them understand the trial process and what happens at every stage, how to verbally apply for bail, etiquette required before court, cross examination and mitigation.



**Fig 8: *Inmates of UG. Luzira women being sensitised on their rights and basic legal education***

2. Remand inmates were equally assisted to secure bail through. This was done through looking for relatives and friends of inmates to appear in court and stand as sureties. In most cases, relatives and friends of inmates needed to be sensitised about court process in order to be substantive sureties acceptable by court. Without proper sensitisation, some bail applications failed due to failure to meet court standards for bail application.
3. Presentation of to court of cases of inmates who had overstayed in the system and were not accessing justice. This was done through quarterly screening of all remand inmates and documentation those who had overstayed.
4. Inmates were equally assisted to file appeals and followed them to ensure that they were attended to at the court of appeals. Upon conviction, inmates were sensitised about appeals and indeed many filed appeals to either overturn their convictions and or have their sentences revisited for possible reduction of years given to spend in prison



5. Close collaboration with Community Service Directorate resulted in many inmates getting non-custodial sentences and this led to the reduction of prison congestion. RROs teamed up with officials from the Community Service Directorate and sensitized inmates about community service, documented those who wanted to change plea from not guilty to guilty, and presented cases to court officials for consideration at the next court appearances for inmates.

The provision of access to justice to remand inmates was greatly supplemented by non-governmental organisations. These organisations provided substantial legal assistance to inmates hence facilitating their timely access to justice. NGOs such as Avocats Sans frontières, Justice Centers, Justice defenders, Legattum through Foundation for Human rights initiative and Legal Aid Provider's Network (LAPsNet) have been instrumental assisting pre-trial inmates access justice.



**Fig 9: Inmates of UG. Prison farm Adjumani being sensitized on legal issues**



# Governance, Institutional Capacity and Accountability

The department carried out several activities inline with this objective. Staff were trained in various knowledge fields to build their capacities to deliver better services and also for their personal well being. Performance evaluations were carried for each individual staff, psyscho-social support to help staff address life challenges were handled, and support towards bereavement of fallen staff and their immediate families were extended.

Staff training to build their capacities to deliver social rehabilitation and reintegration services were carried out in the following areas;

## 1 Alternative to violence training

This was carried out to equip staff with knowledge of training inmates convicted of violent related offences to manage their anger constructively. In this particular training, 25 inmates were trained in 20 prison units



**Fig 10:** *Prison RR Officers posing with trainers upon completion of the alternative to violence training at the youth center in Luzira*

Training of staff in management of inmates with disability

This training was carried out as part of the wider strategy to address issues of vulnerable inmates.

## 2 Development of Reintegration Guide for Female Prisoners

This was done in partnership with Penal Reform International to pay special attention to female Prisoners Rehabilitation needs.

### 3 Support for bereavement of staff and their families

In the course of the year, the Service lost some staff and family members. The number of cases handled facilitated for decent burial were **150**. It is a matter of obligation for the Service to offer facilitate burial of fallen staff and their immediate family members (spouse and children)

### 4 Support to incapacitated staff

While at work, some staff got incapacitated hence requiring medical, material and moral support to hasten their recovery. Forms of incapacitation included disability from injuries and sickness.

### 5 Empowering staff in psychosocial well being/wellness

Staff trainings in different areas of life to empower them address personal life challenges more objectively and constructively. This came on the wheels of inter-staff violence in that led to death of 06 staff through shooting. Overtime, it has been observed that staff go through many challenges associated with family, work and financial issues and in absence of skills and external support, they have always opted for violence and other unconventional means to resolve their issues leading to death, alcoholism, desertion and other vices.



**Fig 11: Staff of UG. Prison Jinja Remand pose for a photograph after a training in anger management**

## 6 Promoting Disability Inclusion in Service Delivery in UPS

Training of staff on disability inclusion was conducted and facilitated by NUDIPU. The objectives of the trainings were;

1. Equip prison officers with knowledge on disability inclusion
2. Equip prison officers with knowledge on the rights of Persons with Disabilities using CRPD as a tool.
3. Enable prison officers to commit to disability inclusion through action planning



**Fig 1:** *David Nangosi from NUDIPU presenting to Senior Officers at UPS Board Room*

A workshop on disability rights and inclusion was conducted for senior officers in the board room to enable them appreciate the concept of disability inclusion and during the workshop,

## 7 Sensitizing Staff about Mental Health

In partnership with Strong minds an NGO, Senior Staff from prison headquarters and Luzira prison complex were sensitized about mental health and how it is affecting staff inmates and family. After the sensitization, it was suggested that issues of mental health be taken seriously through putting place Psychosocial interventions.

## 8 United Nations Office on Drugs and Crime Staff Training

Over 60 staff were trained in management of violent extremist Prisoners by UNODC as part of capacity building.



## Collaboration with Government Ministries, Departments and Agencies in delivery of Social Rehabilitation and Reintegration Services

Uganda Prisons Service has not worked in isolation on matters of inmates' Social rehabilitation and reintegration. It is against this background that MDAs whose mandates have a bearing on inmates' reformation have been brought on board to make critical contributions. It is also worthy to note that government demands synergies between its agencies for better service delivery. The Service recognizes the importance of collaboration with other government agencies in the delivery of its services and as such, mechanisms have been put in place to maximize the benefits of this collaboration

The table below shows different MDAs involved that were involved in the social rehabilitation, reintegration and access to justice of inmates.

S/no	Ministries, Departments and Agencies	Area of cooperation	Comment
01	Ministry of Education and Sports	<ul style="list-style-type: none"> <li>Support to the Level Secondary School through provision of qualified teachers and other scholastic materials.</li> </ul>	Support from the Ministry has enabled the Service to run the school well.
02	Directorate of Industrial Training	<ul style="list-style-type: none"> <li>Development of Assessment Training Packages in different</li> <li>Trade-testing and certification of inmates.</li> </ul>	Inmates' employability is enhanced through acquisition of certificates
03	Ministry of Gender, Labour and Social development	<ul style="list-style-type: none"> <li>Support to the functional Adult Literacy programme</li> </ul>	The quality of FAL has greatly improved.
04	Ministry of Justice and Constitutional Affairs	<ul style="list-style-type: none"> <li>Access to justice through pre-bargaining</li> <li>Development of community corrections guidelines</li> </ul>	Inmates were assisted in accessing timely justice
05	National Community Service	<ul style="list-style-type: none"> <li>Access to justice.</li> <li>Non custodial sentences</li> </ul>	Has contributed to decongestion of prisons
06	Ministry of Local Governments.	<ul style="list-style-type: none"> <li>Reintegration of inmates</li> </ul>	Local governments have assisted of reintegration inmates and resettlement of children of female prisoners
07	Makerere University Business School	<ul style="list-style-type: none"> <li>Tertiary Education for inmates</li> </ul>	Offered diploma and certificate courses

## Collaboration with Civil Society Organizations (CSOs)

Inmates' social rehabilitation and reintegration presents different complexities in the planning and implementation process hence requiring unique resources and knowledge to deliver it effectively and efficiently.

It is against this background that CSOs stepped in and offered a hand where delivery gaps existed

### CSOs that collaborated with UPS to deliver Inmates Social Rehabilitation and Reintegration.

S/no	Area of Intervention	Organizations that Offered Support	Comment
01	Spiritual and Moral rehabilitation	Bible correspondence way, Phaneroo prison ministry, Prison fellowship. AZ foundation, Wells of hope, Franciscan Prison Ministry, Healing springs church, Jengo Community Organization	The support from the organizations was crucial to delivery of spiritual services to the inmates
02	Socialisation	His Sickles International and cell foundation	These organization provided various musical items to the inmates in Arua Main prison and in the process boosted inmates' socialization.
03	Counseling and guidance	Strong minds and African Center for Treatment of Torture Victim	These organizations have contributed to the psychosocial well being of inmates and staff
04	Life skills training	Wise choice for life, Franciscan Prison Ministry,	Life skills training was boosted by these two organizations
05	Vocational skills training	Restore International Uganda, Global Operation Philip initiative, Fill the Gap International, Penal Reform International and Ankole Private Sector Promotion Centre Ltd	This organization supplemented the efforts of the Service by training inmates in various vocational skills.
06	Formal education	Franciscan Prison Ministry, Fill the gap International, and Hands Across Nations.	Provision of formal education was boosted by support in terms of scholastic material from the named organizations
07	Access to Justice	Justice defenders, Lapsnet legal aid services, Avocats Sans Frontieres, Justice Centers Ankole Private Sector Promotion Centre Ltd for Human Rights Initiative and Penal Reform International	Many Inmates benefited from these organizations through provision of different access to justice services.
08	Support to children of female inmates in prison	Wells of Hope, Watoto church, African family	Children of female prisoners in some prison units were assisted with different services ranging from essential materials and resettlement.
09	Entrepreneurship/ Livelihood training	Advance Afrika,	Advance Africa provided entrepreneurship training of inmates mainly in the north and also helped them write business proposals
10	Reintegration and aftercare of inmates	Aprocel, Karadali Seed family foundation, Wells of hope, Penal Reform International, Prison Fellowship. Advance Afrika	Inmates in some prison units were assisted in their reintegration back home from prison.
11	Peaceful Conflict resolution	Whitaker Peace development Initiative.	Inmates were trained by this organization in peaceful conflict resolutions
12	Direct Material support for the welfare of Inmates	Franciscan Prison Ministry, His Sickles International, Prison Fellowship, Fill the Gap and Phanero Ministries.	The named organizations assisted inmates with some basics of like soap and nutrition

## Challenges experienced while implementing Social rehabilitation and reintegration programmes

The implementation of inmates' social rehabilitation and reintegration interventions as a critical aspects of correctional management in Uganda Prisons Service faces daunting challenges of different dimensions These challenges are are bedeviling the quality and quantity services meant to reform and rehabilitate inmates into productive, law-abiding and responsible citizens.

Below are the challenges that the institution needs to address.

1. Quality deliver of social rehabilitation and reintegration services requires technical instruments to guide and inform several service delivery mechanisms but these are still still lacking. Instruments like rehabilitation and reintegration policy, Parole guidelines and other tools continue to negatively impact effective and efficient delivery of correctional services to transform inmates into reformed persons.
2. Inadequate facilitation to programmes affected the quality and quantity of social rehabilitation and reintegration services offered to inmates. While activities plans were drawn at the beginning of the year with corresponding budgets, many of them were either partially or outrightly not funded. This affected the planned net output of the department in regard to the targets that had been set.
3. Many stations did not have substantive social rehabilitation and reintegration officers to carry out programme activities. Out of the 265 prison stations across the country, only 50 of them had substantive rehabilitative and reintegration officers leaving out 215 to be attended covered by low cadre staff and volunteers organizations' and also through outreach by regional rehabilitation and reintegration officers. The 50 stations covered by the substantive rehabilitation and reintegration officers have the biggest prison population but this
4. Most rehabilitation and reintegration officers lack office space, furniture, and ICT gadgets to effectively carry out rehabilitation and reintegration services. Equally lacking are motorcycles to for use by social workers to carry out community engagements with stakeholders during reintegration of inmates and also facilitate access to justice initiatives with stakeholders. Without the necessary and critical infrastructure to the delivery of rehabilitation and reintegration services, the quality and quantity of services delivered is greatly affected.



5. Vocational training of inmates was greatly hampered by lack of workshops and training tools. Out of 265 prison stations, only **18** have got inmates 'vocational training workshops. The absence of workshops in most stations has led to many eligible youth miss out on training opportunities yet Skilling of the youth is one of the national pillars earmarked to drive Uganda to industrialization and also solve unemployment.
6. Provision of formal education to inmates from Primary to tertiary level faced challenges of financing and human resource. Essential scholastic materials purchased with the existing budget was not adequate enough to cover all the schools at different levels. This resulted in many inmates to attend school without books and pens. Inmate students are majorly supported by the Service in terms of scholastic materials because their relatives are either poor or not interested in supporting them due to the offences committed.
7. There was a noted upsurge of female prisoners with babies requiring more day centers to provide them special attention and care. However, the Service has got only four-day care centers accommodating just **80** out of the **300** infants. Infants by their nature of fragility require special places separate away from adult prison wards for the proper growth. Lack of day care centers at ss most female prison units has resulted in keeping of infants with their mothers in prison wards which is detrimental to their physical and mental health as they grow.
8. Service demographics indicate that over 60% of our staff are still in the youth bracket following successive recruitments over the last three years. This huge youthful staff population is currently experiencing life challenges that come with growing and transition into adulthood. Many of them with limited life skills, emotional instability and job-related stress have resorted to alcoholism, drug abuse, betting/gambling, irresponsible sexual behavior and reported indiscipline at work. There is also an upsurge of domestic violence cases resulting in death in extreme cases. If nothing is done to arrest the situation, labour productivity will be grossly affected.
9. Implementation of Community Corrections is facing challenges of implementation due to lack of a legal framework. Parole regulations and other critical instrument to start giving deserving inmates paroles are not yet in place. Additionally, the division of community corrections lacks essential logistics and finances like transport to facilitate the implementation of community corrections.

## Recommendations to the Challenges of delivering Social Rehabilitation and Reintegration services to inmates.

1. There is urgent need to facilitate the process of developing key instructional tools to improve on the quality of the delivering Social Rehabilitation and Reintegration of inmates. These tools are articulated in the Strategic Development Plan V with corresponding budget implication and need to be actualized.
2. Programme funding for different Rehabilitation and Reintegration interventions need to be given serious consideration to offer meaningful services to the inmates and protect the public from unreformed/rehabilitated ex-inmates returning to their communities upon completion of their sentences. Funding of some interventions and leaving out others affects an integrated approach to delivery of rehabilitation of inmates because interventions are interdependent of one another for an effective impact.
3. Infrastructure and equipment critical to the Social Rehabilitation and Reintegration of inmates should be put in place. Provision of office space, ICT materials, motorcycles, furniture and others are priorities. The frustration that comes with lack of a good working environment to carry out work and the absence of basic tools is well known among professionals and this partly accounts for their decision to leave jobs and seek employment else where.
4. Recruitment of more Rehabilitation and Reintegration Officers needs to be expedited to improve on the ratio of one Rehabilitation Officer to inmates which currently stands at 1 for 1200 inmates. This will result also into having more staff in the Regions and Stations across the country. The current human resource shortfalls of over 3000 Rehabilitation and Reintegration Officers can be gradually filled over the next 05 years subject to availability of resources.
5. More funding in inmates' formal education is required to facilitate and expand the educational activities. Such funding will address both recurrent and current budget exigencies. Construction of classrooms and other educational infrastructure will augment enrolment and improve on the quality of service delivery. Recurrent expenditure in terms for provision of scholastic materials is of great importance to meet the national educational standards and also motivate inmate learners to attend classes.

6. Capital investment in inmates' vocational skills training should be prioritized to unlock the potential it has to boost national industrial growth and also solve criminal activities associated with the youth searching for economic survival. The construction of workshops and tooling them will offer many youthful inmates in the prisons a rare opportunity to be skilled before being discharged. The skilling of inmates should be supported with trade testing for certification.
7. A strategy that addresses staff psychosocial needs is required to help them develop capacity to handle life challenges without resorting to unconventional means like alcoholism, sexual gender violence, gambling, drug abuse and other irresponsible behaviors. Such a strategy will involve specialized trainings for personal development, stress management, parenting, financial literacy, and mental health.
8. More daycare centers are required in women prisons to provide infants of female prisoners with a conducive environment for their development as efforts for their resettlement in the communities with relatives or children homes are being undertaken.
9. Building the capacity of Rehabilitation and Integration Officers Staff is very crucial. This can be done in the field of counseling, bench making, regularized short training in various fields namely; AVP, Trauma healing, Conflict Resolution, IGA, Project Proposal writing of Project management, networking skills to mention but a few
10. There is urgent need to facilitate the process of adopting parole regulations and other instruments to starting giving community corrections to inmates. This can be done through engagement with different stakeholders with set timeliness and the required resources.



## Conclusion

Various inmates' Social Rehabilitation and Reintegration activities were carried out under different Departmental Divisions in financial year 2022/2023 as stated. The activities were pivotal ensuring that Objective 2 of the service is met and upheld. Out of the various interventions reported in this report, inmates have been positively transformed and the likelihood of them re-offending after released is minimal. This is why the recidivism rate has been going down over the last 05 year.

There is notable evidence for the increasing demand for Social Rehabilitation and Reintegration services by inmates jettisoned with public demand for protection against possible criminal activities by ex-inmates. This is occasioned by the growing population of inmates which now stands at 8% per annum. This population growth comes with complexities of planning and resource mobilization in order to meet the demands of a modern correctional institution.

In order to create inclusivity and equity in the dispensation of Social Rehabilitation and Reintegration services, special categories of prisoners categorized as vulnerable only have been identified and planned for so as to ensure that all of them in regardless of their circumstances can access the services. These include the female ,elderly,disabled and young prisoners are under special consideration with regards to Social Rehabilitation and Reintegration.

Challenges of different dimensions have been highlighted in this report as bottlenecks to effective and efficient delivery of inmates' Social Rehabilitation and Reintegration services. At the center of these challenges lies inadequate resources to offer substantive packages of Rehabilitation and Reintegration services to inmates. The Department is cognizant of the budgetary constraints across the Service, and hopes that the situation will improve in the subsequent financial years.

The Social Rehabilitation and Reintegration of inmates could not have been possible without the support of various stakeholders such as Government Ministries and Agencies, Civil Society Organisations, Non-Governmental organizations and members of the community. The support from these stakeholders helped to fill both material and knowledge gaps in our service delivery



## Feedback from Stakeholders on how to Improve service delivery of Inmates' Social Rehabilitation and Reintegration Service

Having read this Annual Narrative Performance Report for FY 2022/2023, we request you to kindly give us your feedback on how to improve service delivery of inmates' social Rehabilitation and Reintegration.

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