



UGANDA PRISONS SERVICE

DIRECTORATE OF CORRECTIONAL SERVICES

PRISONERS' SOCIAL REHABILITATION AND REINTEGRATION



**ANNUAL PERFORMANCE REPORT FOR PRISONERS SOCIAL
REHABILITATION AND REINTEGRATION FOR FINANCIAL YEAR
2023/2024**

JUNE 2024

VISION

A Centre of Excellence in Providing Human Right 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 Centre 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 Offenders
- ◆ Promote Access to Justice
- ◆ Enhance Prisons Production and Productivity While Facilitating Delivery of Correctional Services
- ◆ Strengthening Governance, Institutional Capacity and Accountability

Table of Contents

List of Tables	iii
List of Abbreviations	iv
Foreword	v
Overview	vi
Acknowledgement	vii
Strategic Direction for Inmates' Social Rehabilitation and Reintegration in the Service	ix
Introduction	1
Key Prisons Summary Statistics for the Financial Year 2023/2024	2
Report on Recidivism Rate in 2023/2024	3
Report on the Implementation of Strategic Objective 02: Provide Rehabilitation and Reintegration Services for the transformation of Offenders	4
Division of Social Rehabilitation and Welfare	4
Division of Formal Education	27
Division of Vocational Skills Training	34
Division of Social Reintegration and Aftercare of Inmates	37
Division of Community Corrections	45
Strategic Objective 3. Promote Access to Justice	49
Report on strategic Objective 5: Governance, Institutional Capacity and Accountability	51
Welfare of Babies Accompanying their Mothers to Prison	61
Recognition and Appreciation of Different Partners in Delivering Inmates Rehabilitation and Reintegration	65
Bottlenecks to the Provision of inmates' Social Rehabilitation and Reintegration Services	67
Suggested Measures to Address the Bottlenecks in Providing Social Rehabilitation and Reintegration	68
Conclusion	69



LIST OF TABLES

Table 1: Prisoners Population in FY2022/23 and FY2023/24.....	3
Table 2: Performance Levels for Different Interventions.....	5
Table 2: Comparative Recidivism Rates in East African Community.....	4
Table 3: Social Rehabilitation and Reintegration Programmes Offered to Female Prisoners.....	5
Table 3: Performance Levels for Different Interventions.....	5
Table 4: Population of Prisoners by Educational Level.....	30
Table 4: Social Rehabilitation and Reintegration Programmes Offered to Female Prisoners.....	25
Table 5: Provision of Educational Services at Different Levels.....	32
Table 5: Population of Prisoners by Educational Level.....	30
Table 6: Units Offering Educational Programmes.....	32
Table 6: Provision of Educational Services at Different Levels.....	32
Table 7: Performance in Primary Leaving Examinations in 2023.....	33
Table 7: Units Offering Educational Programmes.....	32
Table 8: Performance at Uganda Certificate of Education.....	34
Table 8: Performance in Primary Leaving Examinations in 2023.....	33
Table 9: Performance at Uganda Advanced Certificate of Education.....	34
Table 9: Performance at Uganda Certificate of Education.....	34
Table 10: Programmes and Number of Participants.....	38
Table 10: Performance at Uganda Advanced Certificate of Education.....	34
Table 11: Reintegration Services Offered to Inmates.....	41
Table 11: Programmes and Number of Participants.....	39

LIST OF ABBREVIATIONS

UPS	Uganda Prisons Service
UNOCD	United Nations Office on Crime and Drug
UNEB	Uganda National Examination Board
UMSC	Uganda Muslim Supreme Council
UFA	Uganda Football Association
UCE	Uganda Certificate of Education
UACE	Uganda Advanced Certificate of Education
SGV	Sexual Gender Violence
RRO	Rehabilitation and Reintegration Officers
RPC	Regional Prisons Commanders
PRI	Penal Reform International,
PCRMT	Peaceful Conflict Resolution Mechanism Training
MGLSD	Ministry of Gender, Labour & Social Development
MDAs	Government Ministries, Departments & Agencies
MUBS	Makerere University Business School
LRA	Lord Resistance Army
JLOS	justice Law and Order Sector
ICRC	International Committee of Red Cross
ICEPCVE	IGAD Centre of Excellence for Preventing and Countering Violent Extremism
IGAD	Inter Government Aid Development Agencies
FBO	Faith Based Organisations
EU	European Union
DPO	District Prisons Officers
DIT	Directorate of Industrial Training
DCS	Directorate of Correctional Services
CSO	Civil Society Organisations
CP	Correctional Policy
ATP	Assessment Training Packages
ALCE	Adult Learning and Community Education

Foreword



The Uganda Prisons Service remains committed to its mandate of ensuring the safe custody, rehabilitation, and reintegration of offenders into society. This Annual Performance Report for Inmates' Social Rehabilitation and Reintegration for the Financial Year 2023/2024 provides an account of the key interventions undertaken to facilitate behavioral change, enhance skills development, and support the successful reintegration of inmates upon completion of their sentences.

UPS upholds the modern correctional philosophy that recognizes the potential for offenders to reform when provided with appropriate rehabilitative opportunities. Accordingly, strategic interventions have been implemented, including behavioral change programs, vocational training, formal education, and psychosocial support, all aimed at equipping inmates with the necessary skills to reintegrate successfully into their communities.

The report further acknowledges the critical role played by various stakeholders, including government agencies, civil society organizations, and development partners, in complementing the efforts of the UPS. These partnerships have been instrumental in bridging resource and knowledge gaps, thereby enhancing the effectiveness of rehabilitation and reintegration programs.

Additionally, emphasis has been placed on capacity-building initiatives for staff to ensure the efficient delivery of correctional services. Training programs have been conducted to strengthen staff welfare, mental health support, and professional development, all of which contribute to the overall effectiveness of rehabilitation efforts.

I commend the Directorate of Correctional Services, particularly the Departments of Social Rehabilitation and Reintegration and Educational Services, for their dedication in implementing these programs. I also acknowledge all officers and stakeholders whose contributions have been vital in advancing the rehabilitation agenda.

It is my expectation that this report will provide valuable insights to policymakers, practitioners, and all stakeholders engaged in correctional service delivery.

Can. Dr. J.O.R. Byabashaija

Commissioner General of Prisons, Uganda Prisons Service

OVERVIEW



The Directorate of Correctional Services under which inmates' Social rehabilitation and reintegration falls is pleased with the production of this Annual Performance report for financial year 2023/2024.

The Directorate through its three departments of Custodial Services, Social rehabilitation / reintegration and Educational Services form the bedrock of Uganda Prisons Services operations and directly respond to its core mandate of keeping inmates in safe, secure and

humane custody while rehabilitating them into law-abiding and productive citizens. The Annual Performance report is part of our commitment as a Directorate to document in detail several interventions the two departments of social rehabilitation and Educational Services are doing to assist inmates' reform and regain community acceptability when they leave prisons. The Service strongly believes that inmates whom the majority are youths can be helped to positively turn around their lives and become responsible and productive. This in turns protects members of the society from further harm that may be committed by un-rehabilitated inmates

In this outgoing financial year, the Directorate carried out several capacity building initiatives for our staff to enable them deliver quality services. Some of the trainings were directed towards staff welfare and psychosocial wellbeing.

The heads of Department in the Directorate are commended for guiding and supervising their staff to carry out several activities as indicated in the report.

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

Mr. Milton Tiyo

Ass. Commissioner General of Prisons for the Directorate of Correctional Services

Acknowledgment



This Annual Performance Report for inmates' social rehabilitation and reintegration for the financial year 2023/2024 represents the collective efforts of the Service in fulfilling one of its core mandates. For the past six years, the production of this report has remained an integral part of our reporting mechanism, ensuring that both internal and external stakeholders are well informed about how inmates' lives are being transformed into law-abiding and productive citizens.

The Top leadership of the Service has continuously provided strategic guidance and unwavering support, which has significantly enhanced the quality of rehabilitation and reintegration services. This commitment is evidenced by the reduction in recidivism rates, reaffirming that inmate rehabilitation and reintegration remain a priority in our broader correctional agenda.

I extend my appreciation to the Officers-in-Charge and the Rehabilitation and Reintegration Officers for diligently implementing various initiatives in their stations and consistently submitting reports. This report is a comprehensive summary of field reports compiled throughout the year.

The success of our rehabilitation and reintegration efforts has been greatly enhanced by our collaboration with civil society organizations, international partners, and government agencies. Their continued partnership and support remain invaluable in achieving our shared objectives.

Also, recognition goes to the Regional Prisons Commanders and District Prisons Officers for their role in inspecting and providing technical supervision for correctional programs, particularly those focused on rehabilitation and reintegration. Their oversight has ensured quality service delivery across different regions.

Furthermore, I acknowledge the critical contributions of the Departments of Custodial Services, Legal and Human Rights, Inspection and Quality Assurance, Policy and Planning, and Research and Policy Development, whose expertise and technical guidance have strengthened the implementation, monitoring, and evaluation of our programs. Their involvement has reinforced the effectiveness and sustainability of our rehabilitation and reintegration strategies.

Lastly, the Department staff at Prison headquarters played a pivotal role in providing technical direction and support to field officers, ensuring consistency in implementation strategies.

With all these concerted efforts, we remain committed to building a correctional system that successfully reintegrates inmates into society as responsible and productive citizens.



Ms. Juliet Nantale

Commissioner of Prisons for Social Rehabilitation and Reintegration

Strategic Direction for Inmates' Social Rehabilitation and Reintegration in the Service

The Service has been relentless in its pursuit of improving correctional service delivery inclusive of social rehabilitation, reformation and reintegration of inmates and as thus, a number of strategic interventions are being under-taken as planned for in the Strategic Development Investment Plan V 2021-2025.

1. Development of the Correctional Policy

The on-going development of the Correctional Policy (CP) is destined to scale up the delivery of different correctional interventions inclusive of social rehabilitation and reintegration services. The policy has made provisions for the development of a rehabilitation model and development of cutting-edge rehabilitation treatment programmes to adequately rehabilitate prisoners. The model will provide for the individualized rehabilitation regimes for inmates taking into consideration their special circumstances as will be assessed during their admission.

2. Creation of Strategic Partnership in delivery of Rehabilitation and reintegration Services

Strategic Partnerships with organisations are not only bringing in resources but are also transferring expert knowledge to UPS in various correctional aspects inclusive of social rehabilitation and reintegration. The United Nations Office on Drugs and crime (UNODC) has offered support in the area of managing violent extremist prisoners through training staff in both custodial and rehabilitation interventions. Penal Reform International (PRI) trained staff in the management of female prisoners using international instruments such as the Bangkok rules. The training and provision of a guiding tool titled'' The Rehabilitation and Reintegration of Women Prisoners in Uganda'' improves the quality of delivering correctional services to female inmates in the Service.

3. Benchmarking Visits to other Correctional Jurisdictions

The Service has facilitated its staff inclusive of rehabilitation and reintegration officers to visit other countries and learn about new correctional management practices. This strategy is bearing fruits as the new ideas learnt from those benchmark visits are being used to improve service delivery.

4. In Service Training of Staff to Meet Challenges of Managing Inmates

The Service as part of its strategy to resource staff to perform well in their tasks has invested in different correctional training internally and externally. Rehabilitation and reintegration officers have benefited from external trainings at Uganda Management Institute.

Introduction

This Annual Performance Report for F/Y 2023/2024 gives an account of various interventions that the Departments of Social Rehabilitation/Reintegration and Educational Services undertook to correct inmates' offending behaviours for which they were convicted for. Cognizant of the new philosophy of correctional management that suggests that human beings by nature are capable of adjusting from unacceptable behaviour to positive behaviour, UPS has as much as possible endeavoured to plan, organise and implement several rehabilitation regimes in a bid to help inmates become better persons capable of not only being law-abiding but also economically productive citizens.

Inmates' social rehabilitation and reintegration is an obligation by all Departments of the Service, however, the Departments of Social Rehabilitation/Reintegration and Educational Services take lead and are directly mandated to do so. The Department of Social Rehabilitation and Reintegration handled interventions that sought to correct offending behavior. These interventions were majorly behavioral change in nature. These included counseling and guidance, sexual offender treatment, socialization, spiritual and moral rehabilitation, mindset change, life skills training, peaceful conflict management, alternative to violence training. The Department of Educational Services handled interventions that sought to build the capacity of inmates to economically empower themselves and increase their cognitive abilities of the discerning right from wrong. These interventions included vocational skills training and formal education.

The two departments undertook various capacity building trainings to improve on the quality of service delivery. These trainings were undertaken through UPS direct funding while others were carried out with support from our development partners.

The report also highlights the efforts of the Department in providing access to justice services to remand inmates. These efforts for over a long period of time have been crucial in promoting inmates' right to timely access to justice and also overall contribution to decongestion efforts being undertaken by the Service to improve prison living conditions.

The Department of Social Rehabilitation and Reintegration was assigned to manage some aspects of staff welfare especially in the realm of psychosocial welfare and this is equally reported about. Babies of female prisoners were managed and are also reported about as well.

the contribution of different stakeholders in delivering social rehabilitation and reintegration services is equally reported about.



Key Prisons Summary Statistics for Financial Year 2023/2024

Administrative Units

UPS is composed of **266** prison units, spread over **43** district administrative units operating under **19** regional centres.

Key Prisons Statistics for Financial Year 2023/2024

The Service registered an average prison population of **76,724** inmates. Convicts prisoners were a total of **39,9903** (38128 males and 1775 females). Remand prisoners were **36,290** (34576 males and 1714 females). There were **531** debtors (403 males and 128 females). Male prisoners accounted for 95.3% of the entire prison population while the female prisoners were **4.7%**. The youth prisoners were **47,646** and accounted for **62.1%** of the prison population. Middle age prisoners were **35.9%** while the elderly was **2.0%**.

Table 1: Prisoners Population in FY2022/23 and FY2023/24 Source: Department of Planning

CATEGORY	FY2022/23			FY2023/24			%
	M	F	TOTAL	M	F	TOTAL	
Convicts	35,903	1,625	37,528	38,128	1,775	39,903	6.3
Remands	34,082	1,717	35,799	34,576	1,714	36,290	1.4
Debtors	306	89	395	403	128	531	34.4
Total	70,290	3,432	73,722	73,107	3,617	76,724	4.1
Percentage	95.3	4.7	100	95.3	4.7	100.0	
Approved Capacity			20,996			21,126	0.6

Youthful prisoners had a higher probability to re-offend compared to the middle age, old and elderly prisoners. Many of them were school dropouts without identifiable skills from which to earn an honest living. Secondly, a good number of them were raised in broken families and lived in environments associated with criminal activities.

Female prisoners' population increased from **3,432** to **3,617** making it a **4.1%** increase. An additional **185** female prisoners into the systems in 2023/2024 is a matter of concern to all stakeholders because rehabilitating and reintegration female prisoners require more resource and technical expertise. It is against this background that the department is putting special focus on female inmates' rehabilitation and reintegration.

The overall prison population growth was registered at **7.6%**. The surge in prison population stretched further the burden of correctional management inclusive of social rehabilitation and reintegration of inmates.

REPORT ON RECIDIVISM RATE IN FINANCIAL YEAR 2023/2024

The projected reduction in recidivism rate for financial year 2023/2024 was **13.2%** from **13.9%** from the previous financial year 2022/2023. By the end of financial year 2023/2024, the Service had registered a recidivism rate of **13.4%** indicating a reduction of **0.5%**. The continued reduction in recidivism rate vindicates the efficacy of the Service in helping inmates overcome criminal behavior through several rehabilitation and reintegration interventions. According to Uganda Prisons Service statistical report of 2022-2023, rogue and vagabond had the most re-offending rate of **26.9%**. Rogue and Vagabond crimes attract shorter prison sentences and this makes the rehabilitation of those inmates inadequate due to limited time. The Service will engage different stakeholders to address the challenge of rogue and vagabond recidivists.

The serviced is poised to undertake research on the factors responsible for inmates' re offending even when they have undergone social rehabilitation interventions. The **13.4%** of recidivism rate translates into **4,531** actual recidivists and this is significant enough to disrupt social economic activities in the communities through criminal acts. The Service is undertaking serious measures to reduce and stem recidivism for purposes of protecting communities from further harm from discharged prisoners.



Report on the Implementation of Strategic Objective 02: Provide Rehabilitation and Reintegration Services for the transformation of Offenders

DIVISION OF SOCIAL REHABILITATION AND WELFARE

The Division of Social Rehabilitation and Welfare is entrusted with the planning and implementation of inmates' behaviour change programmes majorly focusing on addressing their offending behaviour.

Table 2: Performance Levels for Different Interventions

ACTIVITY	PLANNED OUTPUT	ACTUAL OUTPUT	COMMENTS ON PERFORMANCE
Spiritual and Moral Rehabilitation	124,000	130,295	The target was surpassed courtesy of support from faith-based organisations
Counseling and Guidance	120,000	155,086	The involvement of all staff and other stakeholders made it possible to surpass the target
Livelihood Skills Training	10,000	7,830	The target was not met due to inadequate resources
Peaceful Conflict Resolution	15,000	7,995	Some stations earmarked for this programme did not have Trainers of Trainees to carry out the training
Socialization (Sports, Games And MDD)	95,000	137,293	Increased provision of socialization materials made it possible for many inmates to participate in the activity.
Alternative to Violence Training	7,500	3,573	The target was not met because some Rehabilitation Officers have not been trained to conduct the programme.
Life Skills Training	16,000	20,130	The target was surpassed due to consistent provision of training resources
Sexual Offender Treatment	2,000	875	The target was not met due to logistical challenges and as thus, those who were close to the completion of their sentences were given priority.
Elderly Inmates' Rehabilitation	1,412	260	Inadequate resources restricted the number of participants for this programme
Disabled Inmates Training	317	317	Disabled inmates were facilitated to access different correctional services on their unique circumstances
Rehabilitation of Violent Extremist Prisoners	331	271	Training by UNODC has enabled staff to rehabilitate violent extremist prisoners a point of knowledge

The following are narrations in regard to the implementation of each of those programmes in financial year 2023/2024:

1. Provision of Counselling and Guidance Services to Inmates

Counselling and guidance services were offered to **155,086** inmates in the reporting year. Inmates of all categories received counselling to help them cope with imprisonment and also deal with some personal challenges that could have been responsible for their dysfunctional lives.

Counselling was delivered to inmates on admission to prison and continued up to their release from prison.



Fig 2: Inmates of U.G Prison Kigo Women in a Group Counselling Session

Counselling and guidance offered the first mental health protection to inmates who if left without helping them could easily get stressed and depressed. It is against this background that the Service has registered low inmate deaths associated with depression or suicides. The Service staff were proactive in identifying and helping inmates with motional issues before they boil over. This helped to avert issues of extreme bad mental health.



**Fig 3: Psychological Social Worker of U.G Prison Mbarara Main
Ms Nsiimire Joan Conducting a Group Counselling Session for Inmates**

From a social rehabilitation perspective, counselling and guidance to inmates sought to empower them to deal with life challenges and past traumas constructively and objectively. The counsellors found several of the inmates with cognitive issues which might have existed in their lives for long and had partly contributed to their offending behaviour. Cognitive behaviour therapies were carried out to empower them to change their perception of the world and personal life circumstances around them in a more objective manner

The commonest cognitive flaw expressed by inmates was the claim that their imprisonment was orchestrated by people who hated them. Some claimed that their criminal behaviours were as a result of the world being unfair. Cognitive flaws perpetuate and justify criminal behaviour and impede inmates from taking personal responsibility for their criminal offences.

Other issues upon which inmates were counselled: -

i. Failure to Adjust to Life in Prison

Counselling for adjustment to prison life and conditions through empowerment with coping skills. was done. Most inmates needed counselling to be able to adjust to life in prison. This was common with the newly convicted inmates and those recently remanded. Some inmates refused to eat, bath, isolated themselves and were in a constant state of anxiety. Failure to adjust to prison life is a precursor to depression and suicide.

ii. Counselling and Guidance on Offences Committed

Inmates on remand approached staff seeking advice on how they could go about their cases. While they appeared in court, and cases were read to them, many did not understand circumstances around their cases. This required staff to offer them basic legal counselling and this helped in calming and settling them.

iii. Counselling on Family Issues

Many inmates were unsettled by their inability to run their family affairs due to their incarceration. Many were worried about management of their property and welfare of their children. Staff at different prison units encouraged them to open up. Through counselling, such inmates were empowered to manage their home affairs without physically being present and this helped them go through imprisonment without too much stress.

iv. Counselling and Guidance for Inmates with Ailments

Some inmates sought counselling services due to sickness. Inmates with cancer, HIV and other debilitating ailments needed palliative care to assist them cope with the disease burden. Some had to be counselled to adhere to prescribed treatments.

V. Pre-release counseling

Inmates due for release were offered counseling services to help them address several fears and anxiety associated with reintegration. Many were worried of the stigma and societal rejection they were likely to face back into their communities while others feared retribution from the people they had offended. The staff took them through individual counseling sessions patiently dealing with each issue as presented by the inmate. In some complicated cases, pre-release counseling required the presence of some family members.

The role of partners like Strong Minds equally boosted the delivery of counselling services. Our partnership With Strong Minds resulted in training of staff and inmates on matters of mental health provision. The organisation also provided its staff to offer inmates counselling services to supplement the efforts of the Service staff.

Faith Based Organisations (FBOs) provided spiritual counselling and this enhanced the delivery of counselling services in prison units. Notable FBOs like Gateway International, Fill the Gap International, Prison Fellowship, Franciscan Prison Ministry and Wells of Hope supplemented the efforts of the Service chaplaincy in delivering spiritual counselling.

Counselling and guidance was not restricted to inmates alone but spread to their relatives as well. Visiting relatives worried about their incarcerated loved ones and the long-term absence of their bread winners were offered counselling services whenever they visited prisons.

Vi Counselling Sexual Offenders

Cognizant of this need, UPS with support from JLOS facilitated a training of inmate counsellors whose mandate was to help sex offenders overcome the diverse problems they experience/face during their incarceration so that they are able to accept their crime, face the reality of the impact of their crime, resolve inner conflicts, and think about different ways of bouncing back to normalcy during and after release from prison.

The training was conducted to build capacity of a selected group of inmates as counsellors to help guide fellow inmates on how to solve their conflicts. The counsellors reached out to inmates in the wards and helped them cope with imprisonment by improving their psychological well-being, address issues of depression, trauma, stress, separation and isolation. In addition, this training was case based to help inmates overcome sex related criminal behaviour like rape, defilement and homosexuality among others.



Fig 4: Inmates of U.G Prison Luzira Women Undergoing Peer Counselling Training

The training was conducted in the following regions: Central, Kampala Extra, South Eastern and Western, Northern Region, West Nile, Mid-Western and, Eastern Regions. Social Workers from those selected regions conducted the trainings, with assistance from a resource person. Each region trained 50 participants and the overall total of trained inmate counsellors was 250. Out of the 250 inmates counsellors trained, 25 were female.



Fig 5: Group Therapy Session Counselling for Inmates in U.G Prison Gulu

The main purpose of the training was to equip inmates with basic counselling skills so that they could be in position to help fellow inmates overcome the problematic situations which they find themselves in.

2. Sex Offenders Rehabilitation Programme

Sexual offences unlike other crimes create profound psychosocial impact to the victim, the larger community and the offender himself. Perpetrators of sex offences are publicly viewed as a unique group of offenders in need of special management and treatment practices. Psychosocial therapeutic interventions aimed at reducing the likelihood of re-offending are key to sex offender treatment management practice.



Fig 6: Inmates of U.G Prison Jinja Remand undergoing a Sexual Behaviour Change Training

Overall Objective of the Training

To equip participants with behavioural change knowledge and skills so that they can be in position to transform in to healthy and acceptable sexual behaviours.

The training lasted 5 days in each of the selected stations and it was conducted by Rehabilitation and Reintegration Officers (RRO) in those respective stations. The training was backed up by a resource person who had knowledge in behavioural change training to support RRO staff.

The programme targeted **250** inmates who were convicted of sex related offences from Gulu Prison, Moroto Prison, Apac Prison, Lira Prison and Arua Prison. Each Station trained **50** inmates. The stations were carefully selected because there is a rapid increase of sexual offences in these areas. The geographical area of Northern Uganda was much affected by the LRA War and it is still undergoing rehabilitation and rebuilding. The effects of the war could be one of the reasons why there is a high number of SGBV cases in the area.



Fig 7: SRRO Gidudu Christopher conducting Sexual Behavioural Change Training for Inmates in U.G Prison Lugore

Northern Uganda was much affected by the Kony War and it is still undergoing rehabilitation and rebuilding. The effects of the war could be one of the reasons why there is a high number of SGBV cases in the region.

Sexual offender rehabilitation program is helping inmates deal with push factors responsible for their offences. During the training, inmates participants opened up on how they were relating with the opposite sex at an emotional

level. Their opening up and frankness about their sexual offending became precursors for helping them understand how best to meet their sexual needs without violating the rights of others. The trainings equipped inmates with skills and tools for self-regulation, decision making and ways of establishing meaningful and respectful relationships with the opposite sex.

Lastly but not least, inmates were taken through how their sexual offending affected the victims. The purpose for this was to elicit their empathy and also make them know negative magnitude of their actions towards their victims.

3. Inmates' Socialization Programmes

Acquisition of social skills is integral to inmates' ability to live socially acceptable lives in the communities. It is for this reason that sports, games, music dance and drama were provided as part of their rehabilitation and for recreational purposes. A total of 137,293 inmates actively participated in sports, games, music and drama as activities.

Inmates participation in socialising activities aimed at helping them appreciate the virtues of, teamwork, rule observance and respect for others. It was also envisaged that socialising activities would help inmates develop talents in sports and creative arts.

The Service as a matter of obligation has put in place different mechanisms of ensuring that inmates in prisons have access to sports and games as prescribed by the Mandela rules and standing orders. Sports and games therapy played a crucial role in making prison conditions bearable. Football, volleyball, basketball, netball, and table tennis are some of the prominent sports activities in which inmates were actively engaged.



Fig 8: Inmates' of U.G Prison Gulu Main Socializing through Playing Volley Ball

On the other side games as, mweso, ludo, chess, scrabble and draught were the indoor games that preoccupied inmates during their free time.

Indoor games had a larger participatory level because they did not require too much space. Outdoor games such as football, volley and netball were limited because many stations lacked enough space for the inmates to play. Some innovative ways of playing these games in small spaces are being explored to address space limitation; U.G Prison Ndorwa started using the space in front of the wards to play football and this greatly excited inmates who had taken long without kicking a football.



Fig 9: Principal Rehabilitation and Welfare Officer Mr Hasiyo Adams Demonstrating to Staff and Inmates How Football Can Be Played in small Space at U.G Prison Ndorwa

Music dance and drama activities were organised in the various stations. These activities involved performance of cultural songs, dances and drama through music dance and drama, themes on Sexual Gender Violence (SGV), cultural norms, values, virtues were handled as part of inmates' rehabilitation process.



Fig 10: Inmates of U.G Prison Gulu Women, Presenting an Acholi Dance at a competition Gala



Fig 11: Inmates of U.G Prison Gulu men Presenting an Acholi Dance



Fig 12: Inmates of U.G Prison Luzira Women Playing a Volley ball Match against a Combined Team of Wells of Hope Ministry and Watoto Church of Bugolobi

While in U.G Prison Luzira women, members of the community visited and played netball and volley ball matches with the female inmates. Engagement of inmates with members of the community through sports and games enhanced their confidence and dignity.

4. Spiritual and Moral Rehabilitation

Social rehabilitation through religious instruction was carried out in the stations as part of the wider efforts to reform inmates and encourage them to desist from criminal behaviour. Criminal acts are recognized as sins from a spiritual perspective hence requiring religious instruction to address them

to supplement other secular interventions. Spiritual and moral rehabilitation as one of the core rehabilitation programmes appeals directly to the moral conscience of inmates and this facilitates their transformation from law violators to law-abiding persons. The right to worship is highly observed in prisons as enshrined in the constitution of the Republic of Uganda and other international instruments. Time and space for worshiping were accorded to the inmates.



Fig 13: The Arch Bishop of Kampala Visited Kitalya Farm Prison

A total of **130,295** inmates underwent religious instruction in the course of the year. Religious instructions centred on themes such as repentance, forgiveness, empathy, compassion, submission to God's will and the redemption. Inmates received religious instructions from different clergies seconded to work in prison by their denominations. The Anglican inmates were tutored by clergies from the Church of Uganda, the Catholic received theirs from the Catholic Church while the Muslim inmates were attended to by clergies from Uganda Muslim Supreme Council (UMSC). The Pentecostal churches sent several pastors under different Faith Based Organisations to offer religious instruction.

Training of Inmates in Spiritual Matters

a. Bible Studies

The Uganda Bible Society conducted Bible studies in over 30 prisons around the country. Bible studies were meant to deepen inmates' understanding of the Christian faith and how to apply it to address life challenges.

Christ Embassy church in Gulu instructed 120 inmates in basics of Christian Ministry foundation course.



Fig 14: Inmate Graduants (120) in Basics of Christian Ministries Foundation Course Conducted by The Christ Embassy Church Gulu City - All of The Graduants Were Awarded Certificates in Foundation Christian Course.



Fig 15: Photos Showing Christians from St. Paul's COU Kitumba Preaching to Prisoners on 28th March 2024 in U.G Prison Fort Portal.

b. Quoranic Training

A total of 321 Muslim inmates underwent specialized training in Quoranic studies. The training focused on patience and discipline as fundamentals of leading an exemplary life. The training aimed at strengthening the 'Imani' (faith) of inmates with the belief that once they embraced the virtues and values of Islam, they would be guided in their day to day life and this would help them make informed decisions about their lives.



Fig 16: Muslim Inmates of U.G Prison Arua in a Juuma Prayer Session

5. Inmates' Life Skills Training

Life skills training as one of the major rehabilitation programmes for all inmates irrespective of their offences and prison status was carried out. A total of 20,130 inmates were trained in various aspects of life management. Inmates were trained in anger and stress management. Peer pressure handling, communication skills, self-management skills, decision making and problem solving, stress management and self-awareness used the Johari Window.



Fig 17: Inmates receiving Certificates after a 3 Day Training on Stress Management by Art of Living Foundation

In general terms, the training sought to equip offenders with skills and techniques that would help them make healthy and positive choices in all situations that confront them in their day to day life in society.

It was envisaged that by the end of the training, inmates would be in position to improve their social functioning, develop mechanism of self-restraint in face of temptations, and generally understand the social dynamics of the world.



Fig 18: Inmates of U.G Prison Masindi in a Life Skills Training Session

Life skills training in different stations provided inmates with a rare avenue of openly discussing issues concerning their lives. Prior to the training, many inmates concurred that they had been leading dysfunctional lives without even knowing. John (Not real name) gave his personal life experiences and how he had walked the path to prison without even knowing till the day he was arrested for simple robbery and sent to prison. Some attributed their dysfunctional lives to poor parenting or lack of parenting in general. Juliet (Not real name) attributed her prison predicament to inability to control herself in face of provocation. The significance of Life skills training as a rehabilitation program lies in the definition of the World Health Organisation as "the abilities for adaptive and positive behaviour that enables individuals to deal effectively with demands and challenges of everyday life'' The moment individuals lack those abilities, their response to the challenges of everyday life are in most cases illegal leading to their imprisonment.

Equipping every inmate with life skills regardless of their crime and prison status is made on the understanding that, there some remand inmates who could have committed offences but for one reason or the other the criminal justice system failed to find them guilty. Secondly, even for those remand inmates who are acquitted, exposing them to life skill training helps them learn how to deal with life issues better.

6 Violent Extremist Prisoners' Rehabilitation Programme

Specialized rehabilitation for inmates on violent extremist crimes was conducted for **271**. These were inmates convicted on terrorism related crimes. Disengagement interventions like psychological counselling, cognitive behavioural therapies, faith-based engagements, formal education and vocational skills training were used. The rehabilitation of violent extremist prisoners had a dual purpose of De-radicalizing the

violent extremist prisoners themselves and also preventing them from radicalizing others. Prisons being potential avenues for radicalization, the Service has taken strong precautionary measures to prevent other prisoners from being indoctrinated into extreme violent ideologies.

Rehabilitation of violent extremists' prisoners is the hardest rehabilitation task in comparison to other forms of rehabilitation. It requires more resources and a higher level of technical competence on the side of the prison staff to succeed.



Fig 19: Inmates undergoing a Training in Behavioural Change in U.G Prison Kigo Main

Staff capacity building efforts by United Nations Office on Drug and Crime on the management of Violent Extremist Prisoners has helped a lot in ensuring that the Service upholds international standards and modern rehabilitation trends when dealing with such categories of incarcerated inmates.

7. Livelihood Skills Training

One of the collateral damages to inmates as a result of imprisonment is loss of livelihoods such as businesses, property, money, and employment. Many complete their sentences with nothing to go back to and this predisposes them to further criminal acts for economic survival. It is against this background that a total of 7,830 prisoners were trained in livelihood skills. This economic intervention focused mainly on helping inmates devise ways by which they can sustain themselves in their communities when they leave prison. Cognizant of the fact that poverty is a driver of criminal behaviour, the Service has as a matter of priority taken into consideration the need to empower inmates with skills to generate personal income using different approaches. The training involved skilling prisoners in business creation and management, turning passions into businesses. Job prospecting, financial literacy, business networking, social capital and how it can be turned into livelihood opportunity, saving and investment opportunities and income expansion.



Fig 20: Rehabilitation and Reintegration Officer Alupo Mary Gorret Training Inmates of U.G Prison Jinja Remand in Livelihoods Skills

It is worth noting that most of the prisoners were involved in some economic activity prior to their incarceration but lacked several livelihood skills to prosper in those endeavours. It is against this background that this training was necessary to widen their horizon into making necessary improvements in their business once they left prison.



Fig 21: Inmates of U.G Prison Mbale Women Undergoing Business Training

Penal Reform International with support from the Royal Netherlands Embassy facilitated the training of 24 women inmates in U.G Prison Mbale Women in small business management skills. The trained women were given start-up capital on release to open up small business for self-income generation.

8. Peaceful Conflict Resolution Training

With hindsight that some crimes arise out of conflicts, the Service trained 7,995 prisoners in peaceful conflict resolution mechanism. Crimes like arson, assault, malicious damage, murder, injuring animals, and criminal trespass, are borne out of failure to resolve conflicts amicably. Prisoners were trained on how to deal with conflicts constructively once they emerge. The trainers took them through different stages of conflict resolution starting with first understanding the conflict in its entirety by finding out why the conflict started, for how long it has existed, the people involved as first parties and second parties, how the conflict is affecting different groups, the likely consequences in case the conflict is not resolved. The participants were also trained on how to use mediation and reconciliation as tools for peaceful conflict resolution.



Fig 22: Inmate Participants of U.G Prison Masindi in an Intense Group Discussion on Peaceful Conflict Resolution

Peaceful conflict resolution training as a behavioural change programme in combination with other interventions aimed at helping inmate participants convicted of conflict related crimes adopt a different approach whenever they are faced with a conflict. The training equally empowered them to be mediation and reconciliation agents in their communities.

9. Special Focus on Rehabilitation and Welfare of Vulnerable Inmates

A certain category of inmates is classified as being vulnerable. This classification is based on their socio-economic disposition prior to their incarceration and during Incarceration. The following inmate categories needed special attention, the women, the elderly and the disabled. This part of the report therefore delves into how the Service ensured that their rehabilitation and welfare was provided in equitable terms like the rest of the inmates.

9.1 Social Rehabilitation, Reintegration and Welfare of Female Prisoners



Fig 23: Social Rehabilitation, Reintegration and Welfare Female Prisoners

There were 3,700 female prisoners in 20 female prison units in the entire service representing a 4.6%. The Service ensured that female prisoners accessed correctional services as part of their rehabilitation and observance of their rights. The Service is cognizant of the uniqueness of women as a special category that requires special attention.

The Service in partnership with stakeholders like Penal Reform International (PRI) and UNODC is set to customize and standardize inmates' rehabilitation and reintegration services to the specific needs on female inmates taking into consideration of their unique circumstances. This partnership has already given birth to a guide titled 'The Rehabilitation and Social Reintegration of Female Prisoners in Uganda'. This is in line with the Bangkok Rules, which states inter alia that *"In order for the principle of non-discrimination embodied in rule 6 of the Standard Minimum Rules for the Treatment of Prisoners to be put into practice, account shall be taken of the distinctive needs of women prisoners in the application of the Rules. Providing for such needs in order to accomplish substantial gender equality shall not be regarded as discriminatory"*

Table 3: Social Rehabilitation and Reintegration Programmes Offered to Female Prisoners

	Social Rehabilitation Programmes Offered	No. of Women	Comment
1	Counselling and Guidance	3,709	Inmates were helped to cope with imprisonment and also address psychological issues
2	Spiritual and Moral Rehabilitation Programmes	4,517	Strengthening of their spirituality helped face positively challenges of incarceration
3	Life Skills Training	615	They were empowered to make informed decisions about their lives
4	Socialisation Activities	4,076	Through games and sports, the inmates were able to pick up social skills for harmonious living with others
5	Formal Education	168	This programme enabled the inmates to improve themselves cognitively
6	Integrated Community Learning and Adult Education Programme	191	Illiterate inmates were able to learn how to read and write
7	Vocational Skills Training	2,152	Inmates equipped with vocational skills for income generation when they leave prison.
8	Livelihood Skills Training	500	Business and employability skills were imparted to inmates
9	Peaceful Conflict Resolution and Alternative to Violence Training	310	Inmates were fascinated with skills of managing conflicts without resorting to violence
10	Access to Justice	2,986	Several access to justice interventions were carried for the timely access to justice
11	Contact with the Outside World	3,988	They were assisted to maintain their relationship with their relatives, friends and benefactors.
12	Reintegration Services	150	Reintegration of female inmates was done though with some challenges as issues of acceptability and finding livelihood emerged.

9.2 Provision of Welfare Items Specific to Female Inmates' Needs

The Service provided sanitary towels and panties to female prisoners on addition to other general welfare provisions given to all prisoners. This helped them uphold their dignity and eased the stress that comes with lack of those essential hygiene items.

9.3 Rehabilitation and Care for the Disabled Inmates

The Service registered over 317 disabled inmates in various prison units across the country. The Service ensured that this category of vulnerable inmates was attended to and provided with rehabilitation and reintegration services. The following activities were carried out as thus;

Training Inmate Leaders in Disability Inclusion

The Service in partnership with the National Union of Disabled Persons of Uganda (NUDIPU) organised a Human Rights and Disability inclusion training for inmate leaders with disability and Ward Katikiros in Upper Prison, Murchison Bay, Luzira Women and Kitalya Mini Max.



Fig 24: Female Inmate Leaders being Trained in Disability Inclusion and Human Rights

Inmates who were trained expressed gratitude for the training and promised to handle their fellow disabled inmates with love and care. They requested for more trainings to manage difficult situations involving disabled inmates. The disabled inmates themselves welcomed the idea of fellow inmates caring about them. The Service plans to train more inmates in other prisons. It is hoped that the quality life for disabled inmates will improve a lot. Training of inmate care givers is a strategy that is likely to address issues of social inequity suffered by disabled prisoners. Many of them are at times wrongly excluded from some activities yet they have the capacity to participate in them.



Fig 25: Inmate Leaders at Murchison Bay Prison being Trained on Disability Inclusion

One of the challenges from the national situational assessment report on the living conditions of inmates with disabilities that was conducted in 3rd quarter of F/Y 2023/24 was lack of leaders of inmates with disabilities in all prison units across the country and the lack of knowledge by ward Katikiros on disability issues. The recommendation was passed to nominate leaders of inmates with disabilities across the country to ease coordination and handling of issues of incarcerated inmates with disabilities together with training on disability inclusion for inmate leaders.

9.4 Elderly Prisoners' Social Rehabilitation and Welfare

The Service undertook special attention to the rehabilitation, reintegration and welfare of elderly inmates as a group of vulnerable people under incarceration. The burden of old age is exacerbated by incarceration hence the need to handle elderly inmates differently. Most of the activities carried out centred around reducing redundancy, boost immunity, physical and mental health status, maintaining of family and legal contacts, develop skills and sharing of life experience amongst them. The program has been introduced to all the sixteen regions of Uganda Prison Service.

The following activities were carried out:

◆ Counselling and Guidance

Individual and group counselling for elderly inmates were done. During group counselling a lot was shared which helped many to heal as they shared their experiences. Resource persons were also invited to talk to the elderly people and also counsel them during group counselling.



Fig 26: RRO Joseph Wandabwa of UG Prison Arua Main counselling elderly men

◆ **Physical Exercise**

The exercise was conducted twice a week for elder prisoners who are fit to be involved. The participants are made to walk round in Boma in order to stretch their muscles. The ones that are strong enough are encouraged to form football teams. In Upper prison, elderly inmates have a yearly tournament which is always a very exciting event. Physical exercise was complemented with indoor games like mweso, draught and Ludo

◆ **Art and Craft**

Elderly prisoners were engaged in making baskets with papyrus, hand bags with beads, and bathing sponge out of nylon. These activities depend on one's interest and ability to perform a given task. The project has enabled elderly persons to supplement diet whereby they earn some little money for their treatment and self-reliance since many do not receive visitor.

◆ **Managing Kitchen Garden**

Most of the elderly inmates come from rural Uganda and because of that, they love gardening and associating themselves with a green environment. Having Kitchen gardens has improved their health and their general well-being. They are enthusiastic and they actively participate in these activities. However, they are limited by space to do their gardening.

◆ Sharing Life Experience Through Story Telling

Elderly inmates were divided into group to compete in storytelling, folk songs and quiz. These activities are enjoyed by many participating teams. The younger prisoners learn a lot from the elderly prisoners and the elderly prisoner's mental health is improving gradually

◆ Initiating Community Outreach for Elderly Prisoners

Most elderly inmates have been in prison for long time resulting into loss of contact with their relatives. Having seen the need to support them to maintain contacts and family relationship, the Rehabilitation and Reintegration Officers initiated the community outreach program whereby they made official calls to families of elderly inmates and invited them to come and visit their relatives in prison. Where elderly prisoners don't have telephone contacts, RROs visited communities to trace for relatives.



Fig 27: RRO Visited the Family of The Prisoner Who Had Spent Many Years Without Hearing from His Family, They Were Excited to Know That He Was Well and Promised to Come and Visit Him.

DIVISION OF FORMAL EDUCATION

The provision of free educational services as part of the wider social rehabilitation interventions is one of the biggest life opportunities many inmates have found in prison. Many have attained certificates at secondary and university level while others have gone on to acquire vocational skills certificates. This is in conformity with Sustainable Development Goal **4** which calls for inclusive and equitable quality education to promote lifelong learning opportunities for all prisoners.

Table 4: Population of Prisoners by Educational Level. Source: Dept. of Planning and Policy

Educational Level	Convicts			Remarks			Debtor			Total	%
	M	F	Total	M	F	Total	M	F	Total		
No School	5,445	971	6,816	3,147	347	494	21	19	40	9,350	12.0
P1-P4	9,706	388	10,094	8,121	374	8,495	50	21	71	18,660	24.0
P5-P7	15,370	626	15,996	13,818	601	14,419	127	58	185	30,600	39.3
S1-S4	6,985	372	7,357	7,369	324	7,693	91	32	123	15,173	19.5
S5-S6	990	50	1,040	1,175	333	1,208	29	08	37	2,285	2.9
Certificate	231	08	239	260	12	272	08	08	13	524	0.7
Diploma	260	23	283	277	23	300	23	05	28	611	0.8
Graduate	226	22	248	335	20	355	22	08	30	633	0.8
Total	39,213	1,860	41,073	3,4502	1,734	36,236	371	156	527	77,836	100.0

The educational statistics indicate that only **16.7%** of the inmates had attained academic qualifications from which they were probably earning a living prior to their incarceration and would return to when discharged from prison. The table shows **22.4** of the inmates had secondary school education while the rest of the inmates at **75.3%** had not gone beyond primary level.

The Service registered **9,350** illiterate inmates with no formal education, representing 12% inmates of the entire prison inmates' population. Rehabilitation of such inmates becomes difficult especially for programmes that require basic competence in numeracy and literacy. It is against this background that the Service has devoted resources into Adult Learning and Community Education (ALCE) to ensure that category of inmates is capacity built to qualitatively undergo rehabilitation programmes and also leave prison when they can read and write.

The most educated category of inmates is from advanced secondary level to graduate level. This category constitutes **4,053** inmates and has a representation **5.2%** of the entire prison population. This category of inmates has been pivotal in the delivery of education services. From this category, inmate teachers have been enlisted to supplement the efforts of the Service in delivering educational services. The Service regularly motivates them in recognition and appreciation for their efforts.



Fig 28: Inmates of U.G Prison Luzira Women in a Classroom Session



Fig 29: Inmates of U.G Prison Kitale attending Classes

The Service is cognizant of the fact that criminal tendencies have a strong dimension with low levels of education. This is the reason why providing educational services to inmates is strongly viewed as a barrier and a deterrent to criminal behaviour through enhancement of the inmates' cognitive abilities.

Table 5: Provision of Educational Services at Different Levels

Level	No. of Learners		Total
	Male	Female	
University Education	64	03	67
Secondary Education	783	28	811
Primary Education	2,832	44	2,876
ALCE	3,242	191	3,433
TOTAL	6,921	266	7,187

Limited post-secondary education opportunities previously posed a major challenge to inmates who could complete senior 6 with no further possibility of education. This challenge has been addressed by opening up tertiary education to inmates through the University of London for law courses and Makerere Business School for certificate, diploma and degree qualifications. This has boosted the interest of inmates into enrolling for education programmes.

Gender uptake of formal educational programmes for women was **7.2%** of the female population, while for men it stood at approximately **10%** of the entire male prisoners' population. Female inmates' interest in formal educational programmes has continued to grow in comparison to previous years and this is positive trend.

Table 6: Units Offering Educational Programmes

Level	No. Of Stations Offering the Programme
University Education	03
Secondary Education	03
Primary Education	18
ALCE	138
Total	162

Performance in Uganda National Examinations

The Service presented a total of 220 inmates for the Primary Leaving Exams (PLE), **79** for Uganda Certificate of Education (UCE) and 34 for Uganda Advanced Certificate of Education (UACE). The total number presented to Uganda National Examination Board (UNEB) was 333, and of these 26 were female inmates.

Table 7: Performance in Primary Leaving Examinations in 2023

Division	No	Percentage
I	17	7.7
II	126	57.0
III	49	22.1
IV	19	8.6
U	08	3.6
X	02	0.9
Total	221	100.0

Results of PLE were received with joy as inmates and the Service celebrated the good performance. Out of the total that sat PLE, **87.1%** qualified for secondary level entry. Attainment of secondary school education is the gateway to most professional courses and it is for this reason that the Service is investing in it.



Fig 30: Inmates joined pupils of Mountain of the Moon Army Primary School for a UNEB Pre- exam briefing



Fig 31: Inmates Students of U.G Prison Luzira Women revising for Exams

Table 8: Performance at Uganda Certificate of Education

Division	No	Percentage
I	10	13.5
II	16	21.6
III	30	40.5
IV	16	21.6
VII	01	01.0
X	01	01.0
Total	74	100.0

There was a remarkable improvement in the overall results for inmates who sat for UCE. The previous year of 2022 registered **00** division one yet 2023 registered **10** with over **75.6%** qualifying to join advanced secondary level. The rest of the inmate students will be absorbed in various vocational skilling programmes.

Table 9: Performance at Uganda Advanced Certificate of Education

Division	No	Percentage
3pps	11	32.30
2pps	13	38.20
1pp	07	20.50
Subsidiary	03	8.82
Total	34	100.00
X	01	01.0
Total	74	100.0



Fig 32: Inmates Sitting for National Examinations at a UNEB Centre in U.G Prison Upper

The number of registered candidates at UACE increased by **04** candidates. This is a positive trend however minimal it is. Secondly, the number of inmates who qualified for university entry at a minimum requirement of two principle passes increased from **18** in 2022 to **24** in 2023.

Graduation from Makerere Business School

A total of **74** inmates graduated with Makerere University Business School and were awarded Diploma Certificates in entrepreneurship and Small Business in Management.



Fig 33: The Commissioner General of Prisons Dr. O.R Johnson Byabashaijja Addressing Guests and Inmates at The Graduation Ceremony in U.G Prison Upper

The performance of inmates in national examinations has continued to improve due to the collective efforts of stakeholders. The Service has pledged unwavering support towards inmates' formal education by ensuring that the required resources to run it are available.

The Commissioner General of Prisons reiterated the Service commitment in providing educational opportunities to inmates to help them transform their lives. He advised them to use their time in prison to improve themselves.



Fig 34: The Principal of MUBS Prof. Moses Mukhwezi Addressing Inmates at the graduation ceremony at U G Prison Upper



Fig 35: The Commissioner General of Prisons Dr. Johnson Byabashaijja, the Principal of Makerere Business School Professor Moses Muhwezi and the Inmate Graduates Pose for a Group Photo after the Graduation Ceremony in Upper Prison

Uganda Prisons Service collaboration with Makerere University Business School to offer university education to inmates is making a significant positive difference in many inmates' lives. Many are realising their long-held education dreams incarceration.

The provision of formal education services to inmates is of great importance in the realm of rehabilitation and reintegration. Inmates who undergo formal education set themselves to the path of self-discovery and positive socio-economic transformation.

DIVISION OF VOCATIONAL SKILLS TRAINING

Vocational Skills training was carried in a number of stations with different trades varying from all levels. The trainings were conducted successfully with no complaint registered. A total of **21,243** inmates enrolled for vocational skills training in different stations of which **1,121** female and **20,122** male.



Fig 36: Inmates of U.G Prison Lugore Learning how to repair and do routine maintenance of farm tractors

Objectives

- To equip inmates with practical and employable skills.
- To contribute to the production competent labour force in the labour market after release
- To foster a sense of purpose and self-worth among trainees.
- Reduce idleness and behavioural issues within the correctional facilities.
- Contribute to the rehabilitation and social reintegration of inmates.

Programme Activities and Achievements

The activities, conducted during the period, comprised of vocational skills training in different trades that are industrial skills and agricultural skills. Sensitization activities of vocational skills training were successfully organised in different units. Trade testing was done for a few candidates among those who were trained.

Achievements

The following was the statistical data on the programmes and the number of participants achieved during the period of training.

Table 10: Programmes and Number of Participants

Programmes (Trades)	No of Inmates Trained
Industrial and Agricultural Skills	Male = 20,122 Female = 1,121
Assessment/Trade Test	899
Grand Total	21,243

We have few instructors who are deployed for production thus we always rely on inmate instructors who handle most of the training.

Directorate of Industrial Training (DIT) Exams

A total of 899 inmates both male and female were successfully assessed and trade tested by the DIT.



Fig 37: Inmates of U.G Prison Upper doing Trade test Examinations under the Supervision of an Official from the Directorate of Industrial Training



Fig 38: Inmates of U.G Prison Luzira Women Undergoing Trade Testing in Sandal Making

Challenges

- Inadequate space for training which affects the performance of learners in some trades especially female inmates.
- Registration and assessment fee for our inmates is costly where we end up training a big number but those who sit for DIT certificate examination are few.
- Inadequate skilled instructors we depend on inmate instructors in most of the stations.
- Lack of technical assistance to align the trainings to national vocational training frame work.
- Inadequate training materials where inmates keep sharing training kits thus affecting the hands-on training we end up dividing them into different groups.

Recommendations

- There's need to put up sitting tents which can temporally act as training wings. Also, industries have given us 9 hours in a week for training.
- Provision of basic vocational training tool kits for each trade in stations and this will help ensuring that training activities go on smoothly.
- Assessment training packages (ATPS) for each vocational trade to guide the training process have been distributed to different stations so as the trainings are in line with the national syllabus.

DIVISION OF SOCIAL REINTEGRATION AND AFTERCARE OF INMATES

By the end of the F/Y 2023/2024, 12,439 inmates had been reintegrated back to their communities to resume life as free women and men. The joy that comes with inmates completing their sentences is always interrupted by the fear of what awaits them in their communities. Many expressed fears of retribution from the victims of their offences and their families, while others were worried about economic survival having lost their livelihoods during incarceration. It is out of these fears and other considerations that planning for inmates are of serious necessity.

The Service planned and implemented reintegration activities for inmates who were due for release. The activities aimed at ensuring that inmates regain a footing in their respective communities and begin a life as changed persons taking into consideration their specific reintegration needs.

Table 11: Reintegration Services Offered to Inmates

Activity	Planned Output	Actual Output	Comments
Reintegration Skills Training	7,000	7,710	The target was surpassed due to the vigilance of staff in ensuring that inmates got skills to meet challenges of re-connecting with their communities
Discharge Board Meeting	266	75	The target was not met because some stations are still not complying with set standards of reintegrating inmates
Assessment for Provision of Resettlement Packages	1,000	01	This activity was not carried out due to lack of logistics
Pre-Release Visits to Prisoners Communities	1,000	453	The target was not met due to logistical challenges.
Aftercare Services to Discharged Prisoners	500	214	The target was not met because of logistical challenges
Restorative Justice Engagement	100	120	The target was met and surpassed because engagements were both held in communities and prisons.
Facilitate Community Dialogues	19	01	The target was not met due to logistical challenges

The successful reintegration of offenders is expected to contribute to reduction in the rate of recidivism from 14.3% to 13.3% as projected in the Financial Year targets. It is one of the activities that helps the Service achieve its objective of transforming inmates as economically productive and law-abiding citizens.

Social Reintegration Activities Implemented

Several activities were carried out as below:

1. Discharge Board Meetings (DBM)

Stations held discharge board meetings for inmates left with 03 months to the completion of their sentences. A total of 167 discharge board meetings were held. Inmates were met and engaged on issue regarding their successful reintegration back to their communities.

2. Assessment of Inmates for Reintegration

Stations assessed inmates in regard to their individual reintegration needs. The Service was able to meet some of the reintegration needs presented by the inmates during assessments. Needs that could not be met by the Service were referred to other actors. Most common needs identified during assessment were, certification in Skills acquired while in Prison, start-up capital, transport top-up counselling and guidance, mediation and reconciliation, job preparation, family contact and referrals for health, education, shelter and psychosocial support, legal and practical help among others.

3. Social Reintegration Skills Training

Various stations trained 7,710 inmates in preparation for their reintegration and resettlement in their communities. The trainings were spread-over 08 weeks and focussed on equipping inmates with social skills for community acceptability and also cushion them against societal stigma directed at ex-inmates. The inmates who were trained as part of feedback appreciated the training and felt ready to meet challenges of reintegration. OD (name omitted) said'' this training has given me skills of avoiding relapse into criminality, without this training, maybe I was going to make the same mistakes and come back''

The trainings also include awareness sessions on key aspects of re-entry in the communities and how ex-inmates can access services.

4. Community Dialogues

One community dialogue with members of the community and stakeholders was carried to enhance the acceptance of prisoners upon completion of their sentences and to offer them opportunities and support to avoid re-offending.

5. Pre-release Community Visits

A total of 453 pre-release visits were undertaken by staff in the community where inmates came from and proposed to resettle. The main aim of the visits was 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 were involved during the meetings where issues of mediation and reconciliation were handled.

A typical example of a pre-release visit

K.G had served 15 Years on charges of rape, and was due to complete his sentence at Kigo Prison. His wife did not visit him while in Prison, having remained with the responsibility of taking care of their 8 children. The Prisoner expressed need for a visit to his family and also to be assisted on matters of his safety, since the victim was a sister to the LC1 Chairman, of his village, to where he was to return. The Social Worker met his wife, the Police and LC1 discussed the inmate's return. The wife participated in the engagement positively and was ready to support her husband on release. K.G successfully reintegrated back to the community.



Fig 39: PSW Omirambe Robert on a Pre-release Visit to an Inmate's Family in Kisoro

6. Physical Reintegration of Inmates Back to their Communities

Some complicated cases of reintegration necessitated Prison staff going with the discharged inmates to their communities to strengthen their acceptability in their communities. The case below was one of those handled.



Fig 40: RRO staff Amongi Mirriah of U.G Prison Lira Women (in a White Dress Standing on the Right) Physically Reintegrating Adong Catherine (Kneeling in a Blue Dress). Others are Members of the Family and Community Who Welcomed Them

7. Provision of Reintegration Packages

The Service provided reintegration packages to 35 vulnerable inmates out of the planned 1,000 due for discharge in the financial year. These were inmates whose socio-economic backgrounds were assessed and found to be extremely weak prior to their imprisonment and had even worsened due to incarceration. Giving them reintegration packages in form of tools based on the vocational skills they had acquired while in prison was deemed important for their successful reintegration and protection against socio-economic adversity.

Provision of reintegration packages to inmates was also boosted by the partners. Franciscan Prison Ministry provided reintegration packages to some inmates as shown below.



Fig 41: A Discharged Inmate Receiving Items Funded by Franciscan Sisters at Murchison Bay Prison

8. Aftercare of Ex-Inmates



Fig 42: Ex-inmate at his Food Stall, Started with Support from Prisons Partnerships

Among the beneficiaries of follow-up was Concy (Not real name), who served a 20year sentence, for a capital offence. Concy was released in 2022 and has successfully resettled. She runs a Grocery Stall, tailoring and making crafts to earn a living.

A Successful Story of Rehabilitation and Reintegration: The Correctional Power of a Second Chance

Jonathan served a long sentence, was rehabilitated and now contributes to Rehabilitation and Reintegration of people in conflict with the Law.

“Jonathan M. Lukwago, a formerly incarcerated individual has transformed his life through Prison education and perseverance. He spent 11 years in U.G Upper Prison. While there, he attended school from Primary level to University. He graduated with commendable results at A-level, earning an A in History, D in Economics, D in Divinity, B in Entrepreneurship, and O in General Paper. He then pursued a certificate and a Diploma from Makerere University Business School (MUBS), graduating with a First Class. After his release, he furthered his education and earned a Bachelor's Degree with a CGPA of 4.0. He is currently an administrator and a Mediator devoting his to work, to reducing violence and crime.

He is appreciative of the efforts of Uganda Prisons Service, Makerere University, his family and other stakeholders for helping him to transform into a productive and law-abiding citizen



Fig 43: Jonathan at his graduation at MUBS

"Today, my experiences form the foundation of my work. I am the founder and CEO of Buena Charity Services and the leader of the Reintegration Academy. I also run a re-entry home for formerly incarcerated individuals, providing them with the support and tools they need to reintegrate into society." **Jonathan Lukwago**



Fig 44: Jonathan gestures an expression of gratitude to The Commissioner General of Prisons, and the Principal Makerere University Business School

"My journey has taught me that even in the darkest places, the power of a second chance can bring light. Through education, determination and the support of others, transformation is possible. I am committed to helping others find their second chance and become valuable contributions to society." He concluded.



Fig 45: Commissioner of Prisons Mr. Lugonda Stephen (second from right) Headmaster Gilbert Nuwamanya (left), ASP Ben Taremwa with Jonathan Lukwago (in black top) posing for a photograph



Fig 46: Social Worker (second right) with the Former Inmate (middle in blue t-shirt), Ex-inmate's Wife (left) and Clan Elder Mr. Wabwire Steven (second right) Together with the Inmate's Children during the Reintegration Visitation

DIVISION OF COMMUNITY CORRECTIONS

The Division of Community Corrections planned and implemented several programme interventions in its mandate. Most of the interventions hinged on getting community corrections fully operational by putting in place a regulatory framework and sensitising key stakeholders.

The following below are the key activities that the division implemented in F/Y 2023/2024:

1. Progress on the Regularization of Community Corrections

This activity was carried out together with the Uganda Law Reform Commission (ULRC). A series of meetings were held in order to develop the Parole Regulations. The activity was crowned with a Parole Regulations validation meeting with UPS senior managers which was held on the 8th of May 2024.



Fig 49: Initial Meeting with ULRC Management on Parole Regulations Development

2. Involvement of Community Members in the Planning Phase of Community Corrections

Community members surrounding the prisons of Nebbi, Arua, Gulu, and Kyenjojo were met and briefed on the in-coming programme of Community Corrections.

They were briefed in details how the new programme will work and the benefits the community will get from it. Community engagements were successfully held and these brought out a number of issues aimed at successfully reactivating Parole and Release on License.

3. Preparing UPS staff to embrace Community Corrections

Cognizant of the fact that UPS staff is at the fore front of managing key aspects of community corrections, it was imperative to train them on its various components of its operations and how it feeds into the correction agenda of UPS. Officers in charge of units in the Northern and North Western Regions were trained. These units were; U.G. Prisons, Nebbi, Arua, Gulu and Kyenjojo Prisons.

4. Community Corrections Training

Community correction training was held at Victoria Hotel, Entebbe. The Rehabilitation and Reintegration Working Group was taken through the Parole Regulations. The RR TWG is made up of 8 members, but during the sensitization there were 2 Officers in Charge i.e. U. G. Prison Upper and Luzira Women Prison, a PATS representative and 2 co-opted members giving a total of 15 participants.

5. Participation in National Community Service Committee (NCSC)

The Assistant Commissioner Community Corrections (ACCC) seconded by UPS to the National Community Service board participated in various activities. She attended board meetings at the Ministry of Internal Affairs, effected joint field visits with other officials in Northern and South Western Regions, covering districts of Nebbi District Pakwach, Zombo, Arua, Gulu, Adjumani, Kyenjojo, Fort Portal and Kasese. During these field visits, Prison visits were conducted in Nebbi, Arua, Gulu and Kyenjojo to sensetise inmates and get feed-back from them about community service. The Committee also visited the Fort Portal Remand Home where discussions about awarding CS to Juvenile offenders were discussed at length.

District Community Service Committees meetings were organised at the various Districts. These were held at: Nebbi Chief Magistrate's Court, Arua High Court, Pagirinya Refugee Resettlement Camp, Parorinya Refugee Settlement (Moyo and Obongi District Officials) Gulu High Court Kyenjojo.

Chief Magistrate's Court, Fort Portal High Court Kasese Chief Magistrate's Court.



Fig 50: NCSC Interacting with Prisoners of U. G. Prison Gulu (M)

Activities of the National GBV Bench – MGLSD

The respective MDAs, NGOs and the donor community held various meetings in order to prepare the country report on the Beijing Declaration and Platform for Action (BDPFA+30) National progress from 2020 to 2024. So regular meetings were held to review and compile the country report.



Fig 51: Participants of Some of the National GBV Bench Activities

REPORT ON STRATEGIC OBJECTIVE 3: PROMOTE ACCESS TO JUSTICE

Access to justice services were extended to remand inmates as part of their right and an obligation on part of UPS as a Justice, Law and Order Sector Institution. Access to justice denotes the efforts of the Service and different partners in assisting indigent and vulnerable pre-trial prisoners accused of different offences be heard in time and fairly. The efforts are also a response to the challenges faced by the Justice, Law and Order Sector in delivering justice. On the specific side of the Service, access to justice efforts also sought to decongest prison population so as to facilitate better service delivery.

In the course of the F/Y 2023/2024, the following access to justice efforts were conducted.

1. Basic Legal Sensitization on Matters of Access to Justice

Remand inmates were sensitized on various aspects of access to justice. A total of 82,071 remand inmates were sensitized. The sensitization dwelt on self-representation, understanding the trial process, conditions for bail, change of plea and many others. Through sensitization inmates, were able to improve the quality of demand for justice and this helped courts of law to attend to them appropriately.



Fig 47: An Inmate Presenting Challenges of Access to Justice During a Legal Sensitisation Session in U.G Prison Upper

2. Preparation of Inmates for Pre-bargaining

Uganda Prisons Service contributed to the pre-bargaining efforts by sensitizing inmates of its availability, documenting those who were interested, presenting them to the judicial officials for adjudication and offering post-conviction counselling. By the end of the reporting financial year, over 7,519 Inmates had been prepared and presented for consideration.



Fig 48: Inmates of U.G Prison Bushenyi Undergoing Screening for Pre-bargaining

Pre-bargaining resulted in **6,408** inmates to access justice and transit from remand inmates to convict inmates. Inmates on non-capital cases who pleaded guilty and were given the option of fine were assisted by way of contacting their relatives to pay the proposed fines.

3. Access to Bail for remand prisoners

A total of **3,736** inmates were facilitated to access bail through basic legal sensitization and tracing their sureties. Potential sureties of inmates were traced, sensitized about their obligations and told the requirements as sureties. This helped many remand inmates succeed in their bail applications.

4. Filing of Appeals to Appellant Courts

The Service assisted inmates to file their appeals in appellant courts and also make follow-up on the cases filed. In most cases, relatives of inmates are usually very far to do it and many lack the knowledge of doing it. In total **53** inmates were directly assisted to make and file appeals.

5. Presentation of Inmates' Issues to Courts of Law

In the absence of legal representation due indigence, inmates who had queries and complaints in regard to their pursuit of justice and wanted to address them to court were assisted to do so formally through letters. Prison staff delivered inmates' complaints to courts of law.

6. Submission of Lists of Overstayed Remand Inmates to Courts of Law

Cases of remand inmates who had stayed long and beyond the mandatory remand period were documented and brought to the attention of court officials. Stations submitted lists of remand inmates suffering from delayed justice to courts for action. These constant reminders of delayed justice to courts of laws prompted judicial officers to act and render the much-awaited justice.

7. Tracing of Missing Files

Instances of remand inmates being forgotten in the system due to their files losing possession are not common but also not a rarity. The prison staff in concert with other judicial officers traced the files and helped inmates whose cases had stalled go on.

8. Community Service Orders

Community Service officials teamed-up with UPS staff to sensitise inmates on the availability of community service sentences in lieu of custodial sentences. The sensitization prompted some to change plea from not guilty to guilty and this resulted in at least several of them to be sentenced to community service. Community service orders have helped in reducing prison congestion through inmates serving sentences outside prison.

9. Assistance in processing court fines

Inmates sentenced to prison with fine options were assisted by contacting their relatives to mobilise funds. Most inmates with fine options on their sentences did not know the procedures of paying those fines and had to be assisted by the prison staff. Non-custodial sentences as recommended in the Tokyo rules can play a big role in reducing prison congestion and improving inmates condition of living

REPORT ON STRATEGIC OBJECTIVE 5: GOVERNANCE, INSTITUTIONAL CAPACITY AND ACCOUNTABILITY

This strategic objective focuses on building the capacity of staff and the institution to deliver quality services with emphasis on transforming every prisoner into a responsible, law-abiding and economically productive citizen. The Department undertook several activities in that respect.

1. Management and Planning Meeting for the Directorate of Correctional Services



Fig 52: ACGP Tiyo Milton Chairing a Directorate Meeting in the Southern Board Room

Assistant Commissioner General of Prisons for the Directorate of Correctional Services conducted management and planning meetings for staff of the Directorate. The meetings encompassed the Departments of Custodial Services, Educational Services and Social Rehabilitation and Reintegration. The meetings were for the successful delivery of correctional services.

2. Departmental Technical and Planning Meetings

The Department of Social Rehabilitation and Reintegration conducted 07 technical planning meetings. The meetings were chaired by the head of the Department Commissioner of Prisons Ms Juliet Nantale. The meetings focused on performance of the divisions in implementing annual planned activities and other issues related to the delivery of social rehabilitation and reintegration services. Recommendations from the meetings improved the implementation of several activities.

3. Training Staff in Delivery of Psychosocial Services in Prisons

The Service trained **250** staff in Kampala Extra Region, East Central, Central, South Eastern, Mid- Western and North Western Regions to the management of mental health. The training was facilitated by a specialist under the coordination of the Department of Social Rehabilitation and Reintegration.



Fig 53: Mr Drileba Daniel Training Staff In Mental Health in at U.G Prison Jinja Remand

Training staff in psychosocial wellbeing had a dual purpose of helping them address their own life challenges and also address those of the inmates. The positive outcome of the trainings has resulted into having a motivated and psychologically strong staff. This in turn has resulted in serving the inmates better.

4. Peaceful Conflict Resolution Mechanism

A Peaceful Conflict Resolution Mechanism Training (PCRMT) was conducted at PATS. The training aimed at equipping the Instructors with conflict resolution skills; so, during the training of trainees, the same skills were passed over to curb conflicts among staff. A total of **34** were trained.



Fig 54: Psychological Social Worker Lena Adong Coordinating the Training

5. Training of Staff in the delivery of Social Rehabilitation and Reintegration Services in Mid-Northern

The officers in-charge and their rehabilitation and reintegration officers were trained in the delivery of social rehabilitation and reintegration services. In total, **25** staff were trained in Mid North Region. The objective of the training was to empower the staff to train inmates in their respective stations on how to overcome criminal behaviour. The training focused on topics like life anger management of peer pressure, decision making and problem solving, Self-management skills, communication skills, and conflict management, socialisation, spiritual and moral rehabilitation.



Fig 55: Principal Rehabilitation and Welfare Officer Mr Hasiyo Adams Capacity Building Officers-in-charge and Rehabilitation Officers on delivery of Rehabilitation Services in Mid North

Regional Training on Delivery of Rehabilitation Services in Prison Units



Fig 56: The Regional Prisons Commander of Kigezi Region, Assistant Commissioner of Prisons Festo Sambya, PSWRO Hasiyo Adams and Regional Staff Pose for a Group Photo after the Training.

A total of **20** Acting Rehabilitation Officers were trained in the delivery of rehabilitation and reintegration services in the entire Kigezi region. The absence of substantive rehabilitation and reintegration officers in the entire region necessitated the training so that inmates receive rehabilitation and reintegration services.

6. Training of Staff in Entrepreneurial Skills

Staff in Kampala Extra-region were trained in small business management. The training was facilitated by officials from Kampala Capital City Authority (KCCA) under the coordination of the Regional Prisons Commander. A total of 150 staff were trained on how to start small income generating projects to supplement their income. The training focused on urban farming using limited spaces around homes. The trained staff were argued to pass on the same skills to the inmates in their respective stations.

7. Spiritual Training for Emotional Wellbeing

A total of 150 staff were trained in spiritual matters to strengthen their faith as means to address their family challenges and also handle prisoners' issues well.



Fig 57: In-Charge Religious Affairs SP Iwanve Robert preaching to Staff of U.G Prison Jinja

The trainings were coordinated by the Department of Social Rehabilitation and Reintegration. Faith Based Organisations supplemented the efforts of the Service in delivering spiritual services to the staff.

8. Staff Trained as Peer Counsellors

An NGO called Strong Minds Uganda partnered with the Service and trained 250 peer counsellors to deliver counselling services to fellow staff, their families and prisoners. Skilling staff in counselling has augmented previous efforts of providing social support to staff, their families and prisoners.

9. Staff Trained in Management of Elderly Prisoners

R & R staff underwent a number of refresher trainings and mentoring in handling prisoner's well-being and elderly prisoners management.



Fig 58: Commissioner of Prisons for RR Juliet Nantale (second from left) Posing for a group photo with staff after a Refresher Training on Implementation of the Elderly Prisoners' Programme.

10. Training Prison Staff on Disability Rights and Inclusion in UPS

On Uganda's 2030 Sustainable Development Agenda on leaving no one behind, beginning with the furthest excluded, NUDIPU engaged government on Disability Rights and Inclusion. UPS is committed to mainstream disability in the entire Service.



Fig 59: Staff of Central Region Posing for a Group Photo after Training in Disability Inclusion

Given that background, UPS in partnership with NUDIPU walked the talk by organising a workshop for selected Prison Officers on disability inclusion. The theme of the training was “Promoting Disability Inclusion in Service Delivery in UPS”

11. 6th World Congress on Probation and Parole



Fig 60: The Commissioner of Prisons for RR Ms Juliet Nantale (right), ACCC, Ms Sarah Nalwanga (middle) and PRRO, Ms Mbalyowere Norah and Ms Jane Nakaliika at the Conference

The Service facilitated staff to attend the 6th Edition of the World Conference on Probation and Parole, held in The Hague, Netherlands. It brought together a diverse group of probation officers, experienced (Prison) experts, researchers, politicians, ex-prisoners, policy makers and administrators around the world. The congresses provided a platform to exchange ideas from different perspectives, expand the knowledge of participants and strengthen their international networks, helping to create the future of probation and Parole.

Sending staff to attend the Conference on Parole was important for the institutionalisation process of community corrections in the Service.

12. Benchmark Visit to Namibia Correctional Services (24TH-29TH March, 2024)

The Assistant Commissioner General of Prisons (ACGP) for the Directorate of Correctional Services Mr Tiyo Milton led a delegation of UPS staff to the Namibia Correction Services to bench best practices in rehabilitation and reintegration of offenders.



Fig 61: The Delegation at NCS Hdqrs: Seated in the middle are DCGP/NCS (L) and ACGP Tiyo Milton/UPS (R)

The benchmark visit aimed at learning from the Namibian Correctional Service the systems involved in the rehabilitation and reintegration of prisoners.

13. The Fifth Technology in Corrections (TIC) Conference was held in Istanbul, Turkey from 21st – 23rd April 2024

The Department sponsored Assistant Commissioner of Prisons (ACP) Babirye Peace, Principal Social Rehabilitation and Welfare (PSRW) Mr Hasiyo Adams and Principal Rehabilitation and Reintegration Officer (PRRO) Ms Sessanga Lydia to attend the fifth Technology in Corrections (TIC) Conference held in Istanbul, Turkey from 21st – 23rd April 2024.

The event was organised by ICPA and EuroPris that was hosted by the General Directorate of Detention Houses in Turkey.



Fig 62: ACP Ms Babirye Peace (middle) with Principal Rehabilitation Officers Mr Hasiyo Adams (Centre) and Ms Lydia Ssesanga (left) at the Welcome Dinner

The conference's theme "Digital Rehabilitation" focused on the critical role of technology in driving improvements in correctional systems. Part of the Service strategy in improving service delivery is the integration of Information, communication and technology in all its operations. The conference therefore provided an avenue for learning new technological advancement in the sphere of correctional management.

14. Training on Preventing and Countering Violent Extremism

Senior Psychological Social Worker of Luzira Women Prison Ms Proscovia Atim was nominated by the Service to attend 3-day training on gender dynamics in rehabilitation and reintegration of returnees by criminal justice officers in preventing and countering violent extremism, which was facilitated by the IGAD Centre of Excellence for Preventing and Countering Violent Extremism (ICEPCVE) in Mombasa, Kenya.



Fig 63: Ms Proscovia Atim (Standing Extreme Right) with Other Participants in a Group Photograph

The knowledge skills gained by the officer will greatly boost the Service in the management of violent extremist prisoners.

15. Field Inspection and Technical Support Supervision

All the **19** regions were inspected and offered technical support in different areas of rehabilitation and reintegration service delivery. Inspection focused on ensuring that stations were complying with standards of delivering. Rehabilitation and reintegration service while technical support dealt with issues of knowledge gaps among the staff. This vital managerial component helped in ensuring that field staff scale up service delivery of rehabilitation and reintegration services

16. Gender Desk Activities carried out in fy 2023/2024

In financial year 2023/2024, the gender desk handled 30 cases of involving staff and their spouses. Over **8000** were sensitised on gender based violence across the Service. The stability of staff and their families plays a big role in fostering good working environments and increasing labour productivity. Issues of child neglect and support were addressed as through mediation and reconciliation



PRRO/Gender sensitizing staff and their spouse at Arua Main Prison on how to end Gender Based Violence and to introduce a reporting mechanism of Domestic Violence.



PRRO/Gender sensitizing staff and their spouse at Arua Main Prison on how to end Gender Based Violence and to introduce a reporting mechanism of Domestic Violence.

WELFARE OF BABIES ACCOMPANYING THEIR MOTHERS TO PRISON

Women prisoners with babies constitute one of the vulnerable populations in Prison. As such, their welfare and that of their babies is given specific attention. Additionally, some inmates are admitted when pregnant; Section **59** of the Prisons Act states the process, responsibility and obligations the UPS has towards care and resettlement of the children once they reach the age of 18 months. During F/Y 2023/24, there were **3,02** babies living with their mothers in prison.



Fig 64: OCs and Staff of Masindi and R & R Staff from PHQ Interact with Female Inmates with Babies in Prison

1. Welfare of Babies

The UPS supported the nutrition of babies through budgetary support and the lactating cow project providing milk for the babies. This was supplemented by occasional donations by NGOs and well-wishers.



Fig 65: Inmate Explains the Benefits of the Zero Grazing Project at Masindi Women Prison

However, it is significant to note that, with the increasing number of female inmates admitted when pregnant and the increased number of babies, more support is needed to enhance their nutrition, regular provision of beddings, clothing and paediatric healthcare. Equally important is the follow up of children who are resettled on attainment of the mandatory age of 18 months.



Fig 66: Female Inmates Feeding Cows in U.G Prison Masindi Women

2. Day Care Centres

UPS Model for Childcare Centres provides day care facilities so far in 4 regions out of 19 aimed at providing incarcerated women with access to affordable, high quality childcare services within prisons, and enable them to engage in vocational skills for their own socio-economic support and transformation. The centres foster early child development, social, emotional and physical development through play and early learning, adequate nutrition, rest, hygiene and sanitation.



Fig 67: Officers Inspecting Arua Women Prison Day Care

Day Care Centres were constructed to provide an enabling environment for the proper growth and development of children. The construction and establishment were done with assistance from NGOs and partner organisations; their maintenance and equipping is regular and expected to be supported by UPS.

3. Resettlement of Babies

Babies of female prisoners are allowed in prison up to 18 months and thereafter resettled. In the previous year, **192** children were resettled with families, relatives and foster care homes. When resettling children, the family and community where the child comes from take precedence. Where there are no willing relatives, different regions utilize existing care facilities in their communities in the alternative care framework.

Challenges

1. Many women are not visited due to different reasons; some come from far places, others because of the nature and circumstances of their offence and poverty.
2. Limited funding to provide for Periodic maintenance of the centres and replacement of beddings, hygiene, sanitation items and play materials
3. Absence of skilled workers needed to support early learning
4. Follow up on resettled children minimally done, owing to budget constraints.

Recommended Actions for Improvement of Welfare of Babies living in Prison with their Mothers

1. Increase budget allocation to nutrition, clothing and sanitation for babies of female prisoners from 15,000,000 to 30,000,000 on quarterly basis to meet a minimum allocation of 100,000 per child for 3 months.
2. Train care givers on early childhood development in all gazetted female prisons, to equip them with knowledge and skills to support female inmates with babies.
3. Develop and disseminate nutrition charts for babies, so as to ensure proper growth and development.
4. Provide additional form for female prisoners to capture adequate information for those admitted to Prison when pregnant or with babies.
5. Promote awareness on rights of pregnant women and babies in prison among female staff and inmates.
6. Develop guidelines on “management of babies living with their mothers in prison” to ensure adherence to standards

Recognition and Appreciation of Different Partners in Delivering Inmates Rehabilitation and Reintegration

1. Government Ministries, Departments and Agencies (MDAs)

The Service as part of its development strategies recognizes the importance of inter-sectoral linkages with other government agencies. Under development strategy 05, strategic partnerships with Ministries, Departments and Agencies have been embedded in the Service planning framework.

The Service collaborated with other sister agencies to provide inmates' rehabilitation and reintegration services. Ministry of Education and sports, Ministry of Gender, Labour Social Development, Ministry of Justice and Constitutional Affairs, Directorate of Community Service and, Ministry of Local Government and the Directorate of Public Prosecution. These MDAs variously contributed and made it possible for the Service to register the successes it achieved.

2. Civil Society Organisations (CSOs)

Civil Society Organisations were granted permission to supplement the efforts of the Service in providing rehabilitation and reintegration services. These organisations provided material, financial and human resources in various prisons.



Fig 68: Hon. Justice Farouk Lubega (middle), Penal Reform and Criminal Justice Officials at The Business Skills Certification Ceremony of Women Prisoners of Mbale Women Prison. The Training was sponsored by Penal Reform International

They also offered humanitarian assistance in terms of basic life necessities that greatly improved the welfare on inmates. While many provided the mentioned assistance, the following deserve mention; Franciscan Prison Ministry, Wells of hope, Justice Defenders, Avocats Sans Frontiers, Phaneroo Prison Ministry, Uganda Bible Society, Bible Ways, Ankole Private Sector Promotion Centre Ltd (APROCEL), LEGATUM, Fill the Gap International.

3. Faith Based Organisations (FBOs)

Faith based organisations played a pivotal role in providing spiritual and moral rehabilitation services. Their presence was felt in most of the prison units. The Anglican Church of Uganda Muslim Supreme Council, The Catholic Church, Uganda Bible Society, Bible ways, AZ Foundation, Gate way Ministries, Prison Fellowship Uganda.

4. International Organisations

International Organisations partnered with the Service to offer rehabilitation and reintegration services. These organisations were United Nations Office on Crime and Drug (UNOCD), Penal Reform International Committee of Red Cross and the European Union. The critical input of these organisations especially in areas of capacity building staff, provision of material assistance and facilitating the training prisoners enabled the service to improve of service delivery.

5. Academic Institutions



Fig 69: Students of Nabisunsa Girls Secondary School Holding a Debate with the Inmate's Secondary Students During their Visit to the U.G Prison Luzira Women

The role of academic institutions in supporting the provision of educational service to inmates was commendable. Makerere Business school offered courses in entrepreneurship; University of London offered law courses. Recognition is also extended to the various Primary schools where our inmate candidates sat their Primary Leaving Examinations.

Bottlenecks to the Provision of inmates' Social Rehabilitation and Reintegration Services

1. Some planned activities were not implemented as had been planned due to resource constraints. Activities like provision of reintegration packages, sexual offender rehabilitation, mindset change, alternative to violence and others received no funding at all and this meant that inmates who had been scheduled to be rehabilitated through those interventions missed out. Community engagements were limited to a few areas because the RR staff lacked transport facilitation.
2. Low coverage of stations with qualified staff remained a challenge carried over from the three previous financial years to this reporting one. The last recruitment of rehabilitation officers was done three years ago and since then, no additional officers have been recruited. The current coverage stands at 50 stations out of **268** stations representing a **17%**. Regions like Kigezi and Kooki don't have any substantive rehabilitation and reintegration officers. Continued absence of substantive RR officers in stations poses a grave risk of releasing unrehabilitated and high-risk prisoners back to the communities. This predisposes members of those communities to criminal activities.
3. The long-awaited rehabilitation model to guide the rehabilitation of inmates did not surface in the year. This much awaited instrument and other tools affected the quality of delivering rehabilitation services because critical aspects like science-based assessment of inmates on admission did not take place yet it is important in helping to design tailor made interventions. While the RR staff improvised at individual level and assessed inmates using varying approaches, assessment of their efficacy was hard to measure.
4. A lot could have been achieved if the mentioned bottlenecks had not stood in the way of several operations. Without critical inputs to undertake tasks, several work plans remained on paper and did not get translated in actions as it had earlier been envisaged. This calls for concerted efforts to address the inadequate scarcity in rehabilitation inmates.

Suggested Measures to Address the Bottlenecks in Providing inmates' Social Rehabilitation and Reintegration

Provision of critical resources to run social rehabilitation and reintegration is urgently needed to ensure that inmates' get adequately rehabilitated before leaving prison. While the department appreciates the efforts of the Service in terms of resource provision to run various rehabilitation activities, what is provided is not commensurate with the task at hand in regard to a convict population of above **40,000**.

Shortage of staff resulting in low coverage of stations can be addressed through recruitment of more staff. The departmental is currently staffed with 64 rehabilitation officers yet the establishment stands at **644**. A phased recruitment plan over the next 3 years can help alleviate the critical staff gaps currently being experienced in the department of social rehabilitation and education.

Develop the rehabilitation model while waiting for the completion of the Correctional policy. The development of the rehabilitation model is contingent upon the completion of the correctional policy which has so far taken long. While the correction policy is supposed to give birth to different correctional tools inclusive of the rehabilitation model, its delayed completion continues to affect the proper rehabilitation and reintegration of inmates. It is therefore suggested that the Service develops the rehabilitation model which will later be integrated in the final draft of the correctional policy.

Addressing the challenges mentioned above will greatly improve the delivery of rehabilitation and reintegration service. Staff motivation to perform rehabilitation activities will increase as tools and other resources will be in place. The quality of rehabilitated inmates leaving UPS incarceration centres will be noticeably seen and their contribution to communities appreciated.

CONCLUSION

The rehabilitation and reintegration of inmates for F/Y 2023/2024 concluded well albeit with some challenges that were experienced in course of implementing several programme interventions. While the challenges stood in the way of achieving some targets, remarkable improvement in many areas of rehabilitation and reintegration were registered resulting in reduced recidivism. The Service's continued prioritization of rehabilitation and reintegration of inmates through different strategic interventions is highly appreciated and applauded. This prioritization has given birth to new programme interventions and advanced the rehabilitation and reintegration agenda to higher levels. This has been supplemented with an increased influx of development partners whose knowledge skills in management of inmates is immensely contributing to the quality delivery of rehabilitation and reintegration services. The special focus on vulnerable prisoners like the elderly, the disabled and women is vindictive of the Service's efforts in ensuring that inmates' management is anchored on human rights principles and practices.

Having read this Annual Performance Report for FY 2023/2024, 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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