



UGANDA PRISONS SERVICE

**Annual
Performance Report
FY2021-2022**



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Acronyms and abbreviations

MDA's	Ministries, Departments and Agencies
UNEB	Uganda National Examinations Board
NCDC	National Curriculum Development Centre
MUBS	Makerere University Business School
SIP	Sector Investment Plan
CP	Commissioner of Prisons
ACGP	Assistant Commissioner General of Prisons
UPS	Uganda Police Force
ICU	Intensive care unit
PMTCT	Prevention of Mother to Child Transmission
PLE	primary leaving examination
UCE	Uganda Certificate of Education
UACE	Uganda Advanced Certificate of Education



1.0

Who We Are

The Uganda Prisons Service (UPS) is an organ of the state, under the Ministry of Internal Affairs, and is part of the Governance and Security Program.

The constitution of the Republic of Uganda, 1995 (Article 215 - 217) establishes the Uganda Prisons Service and the Prisons Act of 2006, defines the mandate of UPS.

The **legislated mandate** is custody of prisoners and rehabilitation of offenders while the **assigned mandate** is Production of cotton, seed and furniture for MDAs.

1.1 Our Functions

The core functions of UPS as spelt out in the Prisons Act of 2006 are:

- 1) To ensure that every person detained legally in a prison is kept in humane, safe custody, produced in court when required until lawfully discharged or removed from the prison;
- 2) To facilitate the social rehabilitation and reformation of prisoners through specific training and educational programs.
- 3) To facilitate re-integration of Prisoners into their communities
- 4) To ensure performance by prisoners of reasonably necessary for the effective management of the Prisons.
- 5) To perform such other functions as the minister, after consultation with the Prisons Authority, may from time to time assign to the service.

1.2 Our Service Strategic Direction

The UPS Strategic Development Plan V has defined the long term and strategic objectives as follows:

UPS Development Goal:

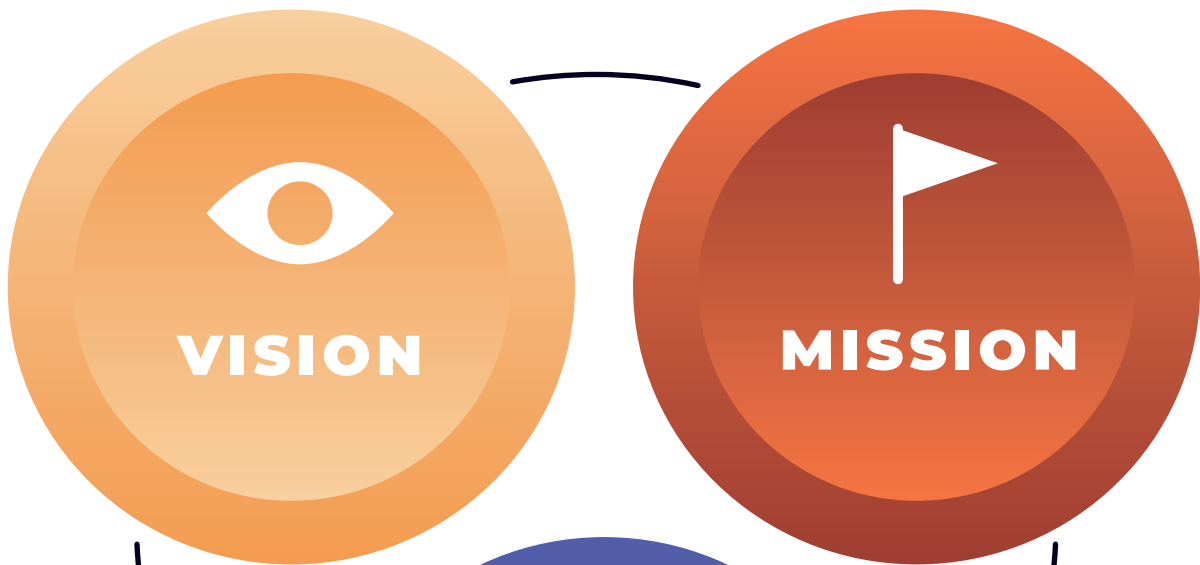
Transformation of every prisoner into a responsible, law abiding and economically productive citizen

1.3 Strategic Objectives

- 1) Provide safe, secure and humane custodial services for transformation of prisoners.
- 2) Provide rehabilitation and reintegration services for the transformation of offenders.
- 3) Promote access to Justice.
- 4) Enhance prisons production and productivity while facilitating delivery of correctional services.
- 5) Strengthen governance, institutional capacity and accountability



Vision, Mission & Core Values



Our Vision

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

Our Mission

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

CORE VALUES

Our Core Values

- 1) Professionalism
- 2) Reliability
- 3) Integrity
- 4) Security
- 5) Oneness
- 6) Nationalistic
- 7) Discipline



1.4 Key Performance Highlights

Performance Area	Indicator	FY2019/20	FY2020/2021	FY2021/2022
Safe, Security and humane custodial services	Escape rate	5./1,000	7.7/1,000	4.5/1,000
	Mortality rates among prisoners and staff	0.43%	0.38%	0.41%
	Percentage of staff housed in permanent houses	40.6%	51.8%	46.9%
	Number of staff houses constructed	220	531	124
	Prisons holding capacity	19,826	19,986	19,986
	Congestion/Occupancy Levels	322.1%	323.1%	350.8%
	Number of HIV/AIDS positive staff that are supported	741	741	841
	A daily average of prisoners looked after (fed)	61,202	61,614	67,289
Offender Rehabilitation and Reintegration	Recidivism rates	15.1%	14.7%	14.3%
	Number of prisoners on formal education programs	2,839	2,756	3,153
	Number of Prisoners under Vocational skills training	21,449	21,996	18,193
Access to Justice	Proportion of remands to total prisoner population	48.6%	50.6%	52.2%
	Average length of stay on remand (months) for capital offenders	18	19.2	19.9
	Average length of stay on remand (months) for petty offenders	2.4	3.3	3.3
	A daily average of inmates delivered to court	1,643	465	1,841
	Number of Prisoners linked to actors of the criminal justice system	23,410	22,118	33,194
Prisons Production	Non Tax Revenue generation in billion shillings per year	25.550	25.166	25.786
	Bales (@ bale of 500kgs) of Cotton produced	7,141	5,173	8,162
	Metric tons of seed produced	1,209	1,115	1,445.8
	Metric tons of maize grain produced	13,535	14,417	15,698
Management and Accountability	Warder to Prisoner ratio	1:8	1:7	1:7



Members of the Top Management



Can. Dr Johnson Byabashaija.
Commissioner General of Prisons



Mr. Akena Samuel -
Deputy Commissioner General of Prisons



Mr. Eli Muhumuza-ACGP
Director Research Policy & Project Dev't



Mr. Kakungulu Moses-ACGP
Director of Prisons, Cooperation and Corporate Affairs



Mr Ahimbisibwe David- ACGP
Director Human Resource Management



Mr. Tumwebaze John Bosco-CP
Ag. Director of Prisons . Prisons Administration



Mr. Munanura Robert-CP
Ag. Director of Prisons . Prisons Enterprises



Mr. Tiyo Milton-CP
Ag. Director of Prisons. Correctional Services

Statement from the Commissioner General of Prisons



On behalf of the staff of Uganda Prisons Service, it is my pleasure to present the Annual Report of the Service for FY2021/2022.

During the review period, the Service realized a decline in the escape rate of inmates from 7.7/1,000 prisoners in FY2020/21 to 4.1/1,000 prisoners in FY2021/22 due to effective management of all custodial standards and strengthened cooperation with other security agencies and collaboration with the local communities from where the inmates hail

In the year under review, the UPS commenced construction of prisons wards at Lira, Rukungiri and Ntungamo prisons aimed at increasing prisons holding capacity by 600 prisoners (2,160 square meters) to reduce prisons congestion, and fencing of prisons at Arua, Mbale, Lira and Koboko and installation of solar lighting systems at Luzira Prisons complex aimed at managing escapes among prisoners. When complete, the prisons holding capacity will increase from 19,986 prisoners (71,949.6M²) to 20,586 prisoners (74,109.6M²).

The Service adopted a low cost strategy to construct staff housing units and improve living conditions at work places using Force on Account. 2,688 staff housing units have been constructed since 2016 raising the total stock of permanent staff housing units to 5,904. By the end of FY2021/22, construction of 654 staff housing units was still ongoing. Upon completion of the staff houses, the housing stock will increase to 6,558 permanent

houses and increase the proportion of staff properly housed to 51.3%

The cardinal role of the UPS is custody of prisoners and rehabilitation of offenders. The Service undertook a number of offender rehabilitation programs aimed at total transformation of the offenders and their successful reintegration into their communities. These include formal education, vocational training, Functional Adult Literacy among other rehabilitation and socialization programs that led to reduction of the rate of recidivism/ re-offending from 14.7% to 14.3%

In another remarkable developments,

UPS completed the Regulatory Impact Assessment for development of the Corrections Policy for transformation of the Service from a penal to productive correctional institution. UPS reaffirms its commitment to completion of the Corrections Policy and transformation of the Service.

In an effort to enhance access to justice, the Service Video Conferencing Systems/Virtual courts were installed in five (6) prisons at Arua, Mbarara (M), Lira (M), Soroti (M), Fort Portal (M) prison, Ndoorwa (M) raising the total number of prisons with virtual courts to sixteen (16) prisons

I would like to say “thank you” to the stakeholders of the Uganda Prisons Service whose contribution has enabled us to achieve phenomenal growth in FY2021/22. A special note of appreciation goes to the Minister of Internal Affairs, the Minister of Finance, Planning and Economic Development, Development Partners, and the entire staff of the Uganda Prisons Service.

Escape rate

**Escape rate reduced
from 7.7/1,000 to
4.1/1,000 prisoners**



**Can. Dr. JOR Byabashaija
Commissioner General of Prisons**



UPS Pictorial of the Activities





2.0

Statistical Glance at Uganda Prisons

2.1 Prisoners population June 2022

Table 1 Prison Population - June 2022

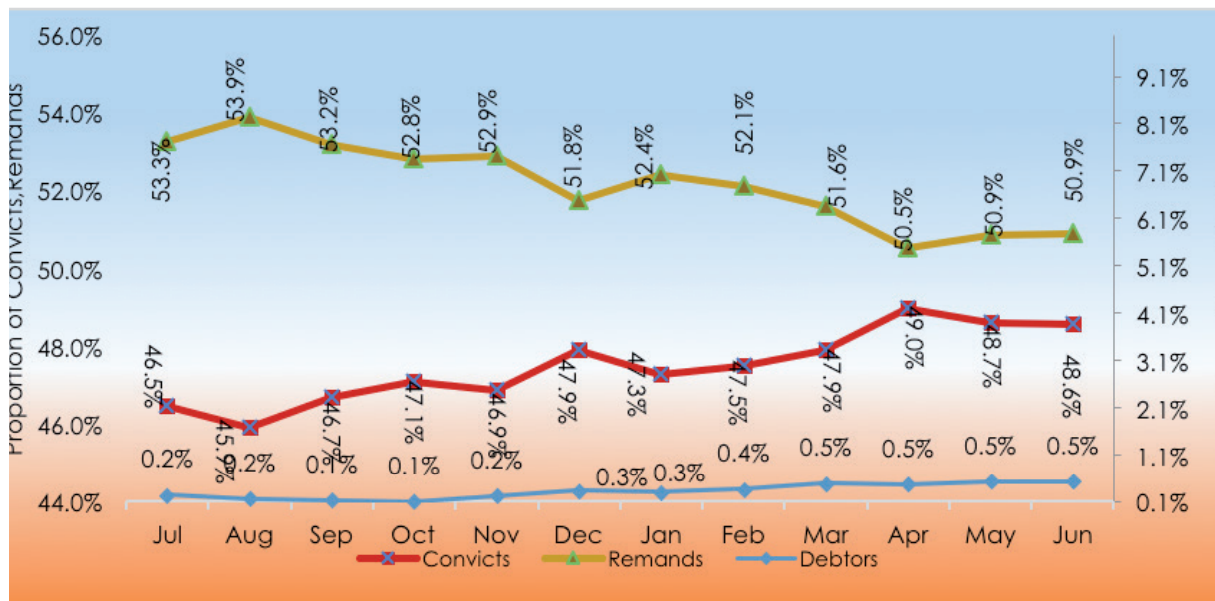
Category	Male	Females	Total
Convicts	32,548	1,510	34,058
Remands	34,069	1,621	35,690
Debtors	295	76	371
Total	66,912	3,207	70,119
Percentage	95.4%	4.6%	100%

2.2 Prisoners Population change during the Financial Year

Table 2: Prisoners' population change

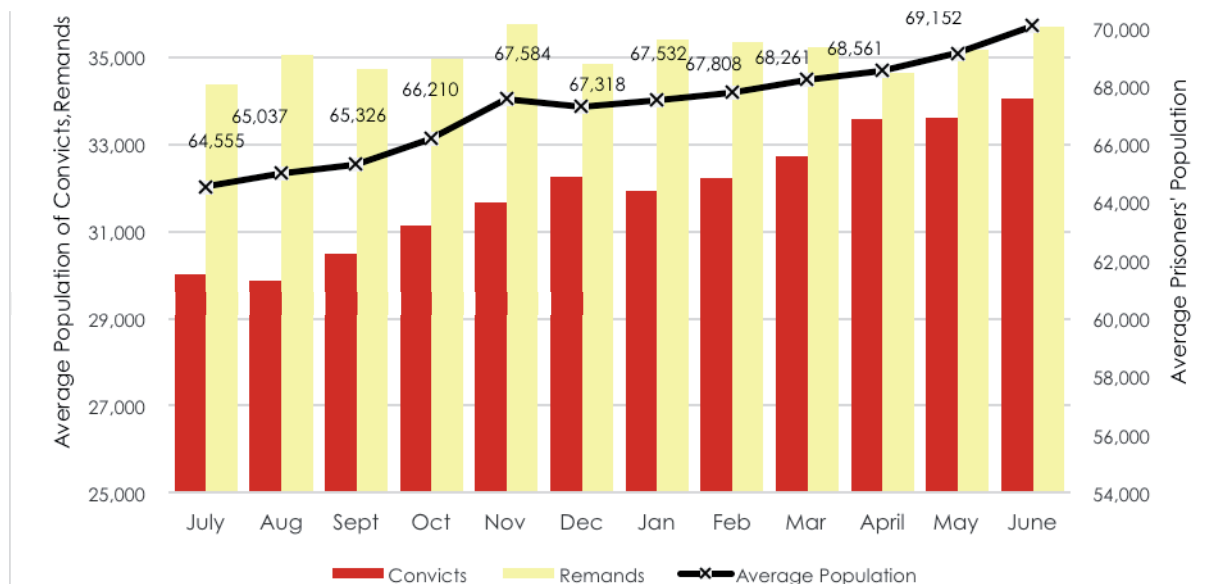
Months	Males	Females	Total	% Change
July, 2021	61,759	2,796	64,555	0.7%
August, 2021	62,206	2,831	65,037	0.4%
September, 2021	62,473	2,853	65,326	1.3%
October, 2021	63,261	2,949	66,210	1.9%
November, 2021	64,490	3,094	67,584	-0.3%
December, 2021	64,293	3,025	67,318	0.4%
January, 2022	64,555	2,977	67,532	0.3%
February, 2022	64,756	3,052	67,808	0.6%
March, 2022	65,148	3,113	68,261	0.4%
April, 2022	65,397	3,164	68,561	0.4%
May, 2022	65,679	3,473	69,152	1.9%
June, 2022	66,912	3,207	70,119	
Average	64,244	3,045	67,289	

2.3 Population Composition for Convicts, Remands, and Debtors



The figure above shows that there has been a general upward and downward trend in the percentage composition of convict and remand prisoners respectively. The percentage composition of convicted prisoners increased from 46.5% in July 2021 to 48.6% in June 2022. On the contrary, that of remand prisoners decreased from 53.3% in July 2021 to 50.9% in June 2022. On average, debtors composed only 0.3% of the prisoner population. This is a tremendous improvement by the Sector.

2.4 Monthly Population Trends July, 2021 - June, 2022



The figure above shows a general upward trend in the prisoners' population during the financial year, from a monthly average of 64,555 prisoners in July 2021 to 70,119 prisoners in June 2022. Convicted prisoners significantly increased by 13.5% from 30,013 to 34,058 prisoners in June 2022 while remands have increased slightly by 3.88% from 34,390 to 35,690 prisoners in June 2022.



3.0

Physical Performance of Uganda Prisons

3.1 Safe, Security and Humane Custodial services

3.1.1 Prisoners' Management

In continuing its efforts to ensure safe and secure prisons environment, Uganda Prisons registered a decline in the escape rate of inmates from 7.7/1,000 in FY2020/21 to 4.1/1,000 in FY2021/22 due to effective management of all custodial standards. In FY2021/2022, a total of 305 prisoners escaped from lawful custody compared to 476 escapees in FY2020/21.

Of the 305 prisoners that escaped from lawful custody during the year under review, 141 offenders were recaptured representing a 46.2% recapture rate. This was on account of strengthened cooperation with other security agencies and collaboration with the local communities from where the inmates hail.

The reduction in escape rate was mainly on account of the investments and improvements to enhance adherence to custodial standards. These include construction of prisoners' accommodation and fences around prisons, improved staff capacity through staff recruitment and training and administrative instructions from the Commissioner General of Prisons on management of prisons and prisoners.

In the year under review, UPS commenced construction of prisons wards at Lira, Rukungiri and Ntungamo prisons aimed at increasing prisons holding capacity by 600 prisoners (2,160 square meters) to reduce prisons congestion. The service also commenced fencing of prisons at Arua, Mbale, Lira and Koboko and installation of solar lighting systems at Luzira Prisons complex aimed at managing escapes among prisoners. When complete, the prisons holding capacity is expected to increase from 19,986 prisoners (71,949.6M²) to 20,586 prisoners (74,109.6M²).

However, congestion in prisons continued to increase from 323% to 346% in June 2022 on account of 8.6% increase in prisoners' population from 64,555 prisoners in June 2021 to 70,119 prisoners in June 2022.

Uganda Prisons admitted a total of 102,309 inmates directly from court in its 261 prisons in FY2021/2022 translating into a daily average of 392 new admissions into prison. This represents a 25.2% increase from a total of 81,743 newly admitted inmates in FY2020/21. The increase in the daily admissions was on account on expansion of the activities of the Criminal Justice system and Judiciary upon full opening of the economy after the countrywide lockdowns aimed at containing the spread of COVID-19.

The Service also discharged 79,447 inmates on account of completion of sentences of imprisonment, payment of fine, release on bail and discharges to court among others representing 17.2% increase from a total of 67,796 discharged inmates in FY2020/21 as shown in the table below;

Table 3: Prisoners discharged during the financial year

Reason for discharge	FY2019/20	FY2020/21	FY2021/22
Normal Release	22,336	20,381	24,787
Sentenced to a suspended sent	2	129	270
Bonded By Court	9,044	11,911	12,724
Reconciled	840	1020	1655
Transferred to remand home	45	70	160
Bailed	9,451	15,961	17,473
Case Dismissed	9,047	6,714	9,834
Case withdrawn	1,247	1,751	2,462
Sentenced to a community service	3,479	6,505	6,247
Sentenced to a caution	1,886	2,521	2,590
Sentenced to pay a fine	490	399	896
Nolle Prosequi	197	434	349
Acquitted	413	497	499
Total	58,064	67,796	79,447

3.1.2 Disease Prevention, Control and Treatment

The UPS health management system is comprised of 1 National Prisons Referral Hospital (Murchison Bay Prison) Luzira, 157 health centers (4 Health Centre IV, 50 Health Centre III and 103 Health Centre II) and 100 Village Health Teams in prisons without a health center, serving a population of approximately 405,923 people including prisoners, staff and their families and the nearby communities. The construction of a 300 bed capacity staff hospital at Murchison Bay hospital to enhance provision of quality health care to staff is ongoing at Luzira prison complex. Once complete, the hospital will include admission wards, outpatient department, x-Ray services, maternity wards, Administration offices, operating theatres, laboratories and counselling rooms among other services

The Service registered a slight increase in mortality rate among prisoners from 3.8/1,000 in FY2020/2021 to 4.1/1,000 in FY2021/2022 reflecting a 0.3% increase on account of increase in communicable disease burden among the prisoners. The most prevalent communicable diseases among prisoners includes HIV/AIDS and Tuberculosis and associated mental and post-traumatic stress disorders. It should however be noted that the mortality rate in UPS is far below the national mortality rate which stands at 7.0/1000¹

In the year under review, the Uganda Prisons Health Care system managed 614,154 outpatient visitors and 5,509 inpatients in all prisons health centers across the country, out of which, 16% were females. 5.1% of the outpatients were from the communities surrounding the prisons establishments, further positioning Uganda Prisons Service as a key stake holder in the provision

1 UBOS population projections, 2015-2030



of health services in the country. The major services provided across the health centers include; general and specialized outpatient services, Inpatient services, laboratory services, psychiatry services, Maternal and child health care services.

The Prisons Health Services have enhanced the management and treatment of malaria among the prisons communities hence reducing its prevalence from 86% in FY2020/21 to 83% in FY2021/22. In FY2021/22, a total of 82,763 malaria cases were successfully detected and treated. This was due to the availability of health infrastructure such as lab testing equipment, lab buildings and anti-malarial drugs improved treatment of malaria confirmed cases.

The service further instituted efforts towards strengthening the prisons patient referral system to reduce stress on Murchison Bay Hospital. Phased construction of a 300 bed capacity Uganda Prisons Staff hospital including admission wards and an ICU unit at Luzira complex is ongoing and is expected to be complete in April 2023 while construction of a Prisons mental hospital at Butabika, is expected to be completed in FY2022/2023

3.1.3 HIV/AIDS and TB Prevention, and control

In partnership with Centers for Disease Control (CDC) and PEPFAR, UPS intensified HIV/AIDS control, prevention and treatment strategies including HIV counselling and testing PMTCT and gender based violence among others.

The HIV/AIDS prevalence rate among prisoners and staff is 15.0% (14.4% among men and 24.2 % among females) and 12% (10.5 among men and 14.5 among Female) respectively compared to the national prevalence rate of 5.8% (7.2% among women and 4.3% among men). This is on account of high prevalence rate among the crime prone communities including slums, fishing and landing sites, communities along borders, townships and other concentrated communities like barracks and industrial hubs. In the FY2021/2022, UPS conducted 85,057 HIV/AIDS tests and identified 1,825 HIV/AIDS positive cases that were linked to treatment: 87% of the positive cases identified were males and 13% females. Of the 85,057 tested, 72,803 were prisoners. Through several outreaches in upcountry lower health centers including Kitalya Mini Max, Mbarara (M), Bamunanika, Gulu (M) and Mpigi Prisons among others, 6,528 patients including 251 females were diagnosed with mental disorders and were offered standard quality services while 841 staff and 30,800 prisoners including 1,253 females were assessed for malnutrition at entry and accessed to nutritional supplementation and drugs for opportunistic infections. This is notwithstanding the high rate of stigma among prisons staff. The top causes of mental disorders in Prison communities include epilepsy, Anxiety disorders, Post -Traumatic Stress Disorders, Schizophrenia and bipolar disorders among others

The Service also increased the proportion of prisoners who know their HIV/AIDS status through counselling and testing 66,638 prisoners including 7,670 female prisoners on admission. Index testing implementation was conducted in 20 sites enabling 211 individuals to be tested.

The Service also provided Prevention of Mother to Child Transmission (PMTCT) services to 2,605 pregnant women who attended antenatal care. Of these, 53 HIV positive pregnant mothers were identified & provided with ART. 379 priority populations were supported to complete a standardized HIV prevention minimum package of interventions. These included 317 uniformed personnel and their 62 family members including 65 females and 314



males. 9,972 HIV/AIDS positive clients were provided with Anti Retrial Virial treatment (ART) including 9,948 adults and 23 children. Most of the clientele is from a closed community. 1,709 new clients including 53 pregnant and lactating mothers and 5 children were enrolled on Anti Retrial Virial treatment (ART).

The TB prevalence of 623/100,000 persons in prison units is higher than the national prevalence rate of 174/100,000 population partly due to congestion in the prisons. As a result, the rate of TB and HIV/AIDS co-infections remain a challenge in the reduction of TB prevalence among inmates. In the reporting period, 1,236 cases of Tuberculosis were registered at 30 supported sites. Of the registered TB cases, 409 (99%) cases had documented HIV+ status and accessed to ART treatment. Of the 1,236 cases registered, 575 cases (46%) were detected among prisoners on entry/ admission, including 159 female prisoners through pre-entry medical screening further confirming the high rate of TB infections among prisoners and the need to strengthen case detection on entry. The TB cure rate is higher among female prisoners (86%) compared to male prisoners (73%). However, the TB cure rate among prisoners is still low due to their release upon completion of their sentences while on TB Treatment and the difficulty in following such cases in their respective communities

3.1.4 Human Rights and Welfare

Uganda is signatory to various International and Regional protocols and agreements in respect of human rights, treatment of prisoners and prisons conditions. These include the Kampala Declaration 1996; United Nations Standard Minimum Rules for Treatment of Offenders (Mandela Rules) among others

The pre 1996 period in Africa was characterized with increasing level of overcrowding in prisons coupled with lack of hygiene, insufficient or poor food, difficult access to medical care, a lack of physical activities or education, as well as an inability to maintain family ties.

The Kampala Declaration on Prison Conditions in Africa, 1996 was adopted to safeguard, at all times, the human rights of prisoners and recognize and enhance the role of non-governmental agencies in promotion of all rights of prisoners. Most importantly, the Kampala Declaration sought to emphasize that conditions in which prisoners are held and the prison regulations should not aggravate the suffering already caused by the loss of liberty.

The 24th Annual Report of the Uganda Human Rights Commission, 2021, made recommendations on the conditions of places of detention. They are;

1. The Ministry of Finance, Planning and Economic Development should increase funding to the Uganda Prisons Service and the Uganda Police Force to enable them to build better structures to have facilities suitable for human habitation and stop overcrowding.
2. The Ministry of Internal Affairs and Ministry of Gender Labour and Social Development should ensure that juveniles are separated from adult offenders in all detention facilities.
3. The Uganda Prisons Service and Uganda Police Force should completely phase out the bucket waste disposal system.
4. The Uganda Prisons Service should establish human rights committees in all prison facilities.
5. The Uganda Police Force should adequately facilitate all its stations and posts with the necessary stationary, equipment and transportation to enable officers to do their policing work.



The Uganda Prisons budget has increased by over 200% in the last 10 years from shs.92.272 billion in FY2013/2014 to 287.618 billion in FY2021/22. Likewise, the Prisons holding capacity has increased by 33.4% from 14,986 prisoners (53,949.6M²) in FY2013/14 to 19,986 prisoner (71,949.6M²) in FY2021/22. However, congestion in prisons has continued to be a big challenge due to increase in prisoner population. Over the last 10 years, prisoner population has increased by 69.1% from a daily average of 39,794 prisoners in FY2013/14 to a daily average of 67,289 prisoners in FY2021/22. The growth in prisoners' population has more than doubled the growth in the prison holding capacity further indicating the need to invest in expansion of prisoners' accommodation infrastructure.

In order to strengthen quality assurance and observance of Human Rights in all the 261 prisons, the Inspectorate and Quality Assurance Department conducted investigations on suspected cases of human rights violations (Mal-administration, inhuman treatment, Escape, death and corruption) in 64 prisons at Murchison Bay, Masaka, Mbarara, Bushenyi, Fort portal, Arua, Nebbi, Gulu, Kitgum, Patongo, Lira, Soroti, Mbale, Kapchorwa, Tororo, Masafu and Jinja@, Kiboga, Mpigi, Bukomero, Masafu, Ntenjeru, Kyazanga, Jinja (W), Ngenge, Rakai, Butuntumula, Kanoni, Kiburara, Nyabuhikye, Kitwe, Kitalya Mini Maxi and Kitalya Farm and conducted monitoring and inspection of the Human Rights situation in 21 prisons at Bugungu Y.O Kauga, Ngogwe, Busaana, Kangulumira, Bugungu YP, Butaleja, Masafu, Budaka, Kisoko, Mukuju, Tororo(M) Butuntumula, Mbarara, Kiburara, Masafu, Ntenjeru, Rakai, Nyabuhikye, Kyazanga, Kanoni, Nyarushanje, Mparo, Rubanda, Ndorwa(M), Ndorwa(W), Kisoro, Ntungamo, Sheema, Buhweju, Kicheche, Nyabuhikye, Kakiika, Sanga, Buwunga, Mukungwe, Ssaza, Kyamulibwa, Kyazanga, Kisekka, Bukedea, Ngora, Amuria, Serere, Kumi, Kaberamaido, Alebtong, Kwanja, Erute, Kole, Arocha, Dokolo, Otuke, Kiryandongo, Biiso, Isimba, Bukomero, Ntwetwe, Maiha, Lamwo, Pece, Pader and Lugore

The operations of the Inspectorate and Quality Assurance Department are further strengthened by the functionality of staff and prisoners' human rights committees in 261 prisons that are charged with monitoring human rights observance in their respective communities. A total of 426 reports from station human rights committees were received and appropriate action

3.1.4.1 Visiting Justices

Section 109 (1) establishes the inspection function by the Visiting Justices while Section 109 (2) establishes ex-officio Visiting Justices in respect of all prisons in Uganda while Section 110 stipulates the functions of the Visiting Justices. These include;

- a) Inspect every part of the prison and visit every prisoner in the prison where practicable especially those in confinement;
- b) Inspect and test the quality and quantity of food ordinarily served to prisoners;
- c) Inquire into any complaints or requests made by a prisoner;
- d) Ascertain as far as possible whether the rules, administrative instructions, standing orders issued to the prisoner and the prisoner's rights are brought to their attention and are observed;
- e) Inspect any book, document or record relating to the management, discipline and treatment of prisoners; and
- f) perform such other functions as may be prescribed.

In FY2021/22, Uganda Prisons inducted 23 Visiting Justices in Eastern region to strengthen the inspection and monitoring of human rights situations in prisons, increasing the total number of Visiting Justices to 349 as shown in the table below;



Table 4: Visiting Justices by prison district

Region	Number
Central	10
East Central	20
Mid Central	15
South Eastern	31
Eastern	33
Mid Northern	35
Mid-Eastern	24
Western	25
Southern	33
Northern	08
North Eastern	10
North Western	35
South Western	30
Kigezi	20
Mid-Western	20
Total	349

3.1.5 Provision of Prisoners' basic necessities of life

During the financial year 2021/2022, the UPS maintained and looked after a daily average of 67,289 prisoners through provision of 3 wholesome meals per day countrywide; provision of medical care; utilities (water and electricity) and procured and distributed 77,750 pairs of prisoners uniforms including sanitary and hygiene sundries to an average of 67,289 prisoners in 260 prisons countrywide

The Service also distributed 2,000 mattresses to 96 female prisons and female sections across the country

A daily average of 3,045 (100%) female prisoners was provided with sanitary towels, undergarments and other sanitary requirements to ensure their hygiene at all times

The Service, in partnership with some Non-Governmental Organizations like Advance Africa, Fill the Gap, Franciscan Sisters and Family of Africa, established and is operating four (4) day care centers at Luzira, Gulu Arua and Mbarara women prisons through which babies staying with their mother in prison are provided with support for growth and development. During the FY2021/22, the service looked after a daily average of 246 babies staying with their mothers in prison through provision of nutritious feeding, hygiene and sanitation services. In order to further improve the welfare of the babies, pregnant mothers as well as breastfeeding mothers, heifer projects were established in 17 female prisons and female sections at Luzira, Kigo, Nakasongola, Masaka, Jinja, Gulu, Kitgum, Oyam, Soroti, Mbale, Arua, Mbarara, Bushenyi, Ndorwa, Lira, Masaka Saza, and Masindi prisons with 55 heads of lactating cattle to provide mothers and their children with nutrition supplementation.

Section 59 of the Prisons Act, 2006 provides for resettlement of infants that have attained the age of 18 months to their communities (relatives or friends) that are and willing to support them. Subsequently, 149 babies staying with their mother in prison were resettled with families and child care centers. These include Watoto Homes (Kampala and Gulu), Sanyu Babies Home, Wells of Hope and Family of Africa



3.1.6 Staff Welfare

The life of personnel is made worthwhile when institutions provide to their personnel such benefits and conditions of living for their comfort and improvement other than those covered by their salaries. It is in the best interest of any institution therefore, to provide such welfare incentives and motivators to increase their employees' performances.

In FY2021/22, Uganda Prisons Service implemented a number of staff welfare initiatives aimed at improving the living conditions of staff and boosting their household incomes. These include establishment of markets, small income generating projects in partnership with other government programs like the Emyooga Program, Youth livelihood fund and Women entrepreneurship fund among others



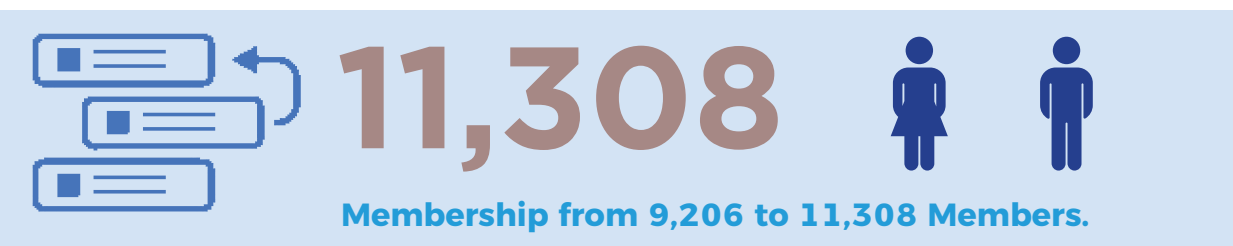
Junior Staff houses at Ntungamo Prisons Senior Staff houses at Ntungamo Prisons

3.1.7 Prisons SACCO and Duty Free Shop

The Uganda Prisons SACCO was established to encourage savings and provide cheap financial services to all staff through 17 dedicated SACCO desks. The Prisons SACCO has over the last four (4) years grown its membership from 9,206 to 11,308 members. Additionally, the loan portfolio has over the last 5 years increased from 4.9bn in 2017 to 7.3bn in 2022; the share portfolio increased from 2.5bn to 4.6 billion shillings; the asset portfolio increased from 5.6bn to 9.1bn while the savings portfolio has decreased from 1.5bn to 1.3bn shillings due to contraction in the economy, hence ranking the Prisons SACCO among the best performing SACCOS in the country.

The Prisons Duty Free Shop was initiated in 2011, with support from HE the President, and compliments the Prisons SACCO in the provision of welfare services to staff. The Duty Free Shop was established with the aim of facilitating the staff to acquire decent homes at the time of retirement and live decent lives there after. The coverage of the Duty Free Shop has increased to 16 outlets spread across all the prisons regions. In FY2021/2022, the shop

Prisons SACCO





facilitated 505 staff including 256 new beneficiaries staff to construct their homes and start their own establishments through provision construction materials hence increasing the total number of staff beneficiaries to 2,527 since inception. Of the staff who utilized Duty Free Shop services in the financial year, 112 were female while 393 were male. Duty Free Shop services and items include cement, iron sheets, iron bars, water tanks, roofing clay tiles, baked clay tiles, round bars (rings), valleys, ridges, chain link, binding wire and paint among others

3.1.8 Staff Housing

The Service adopted a low cost strategy to construct staff housing units and improve living conditions at work places using Force on Account. Since 2016, 2,688 staff housing units have been constructed raising the total stock of permanent staff housing units to 5,904.

By the of FY2021/22, construction of 654 staff housing units was still ongoing at Nakasongola, Loro, Orom Tikau, Mbale (W), Jinja Remand, Jinja (W), Buwama, Ntenjeru, Ntwetwe, Lugore, Gulu, Kitgum, Moroto, Amita, Mbale (M), Kamuge, Kaliro, Wabusana, Nakifuma, Galiraya, Kaweri, Kibale, Muinaina, Kakumiro, Kigo, Ruimi, Butiti, Mbarara Main, Bushenyi, Kiruhura, Kakika, Kamwenge, Kiburara, Nyabuhikyeye, Ndorwa, Pece, Jinja (M), Kauga, Mitooma, Sanga, Rukungiri, Lira, Kitgum, Jinja (M), Ntenjeru, Mityana, Kagadi, Kijjumba and Kiburara. Of the 654 staff housing units, 55 houses were completed, 349 houses were undergoing final finishes, 97 houses being roofed, 120 were at ring beam, 10 were at walling stage while 24 were still at foundation level. Upon completion of the staff houses, the housing stock will increase to 6,558 permanent houses and increase the proportion of staff properly housed to 51.3%

3.2 Offender Rehabilitation and Reintegration

The cardinal role of the UPS is custody of prisoners and rehabilitation of offenders. The Prisons Act, 2006 spells out the functions of Uganda Prisons Service which include "... to facilitate the social rehabilitation and reformation of prisoners through specific training and educational programs" and "to facilitate the re-integration of prisoners into their communities"

The Service undertakes a number of offender rehabilitation programs aimed at total transformation of the offenders and their successful reintegration into their communities. These include formal education, vocational training, Functional Adult Literacy among other rehabilitation and socialization programs that led to reduction of the rate of recidivism/ re-offending from 14.7% to 14.3%



Inmates tailoring their Uniform.

In order to strengthen offender rehabilitation and transform the prisons from penal institutions to productive correctional centers, the Service embarked on development of the Corrections policy and is expected to be completed in FY2022/2023



3.2.1 Formal, Vocational Education and Functional Adult Literacy

Formal Education programs, in Uganda Prisons, started in 1,999 with just a handful of inmates and have since expanded to include primary, secondary and tertiary education. This has been possible with support from Ministry of Education, NGOs and other public and Non state education institutions including Makerere University Business School (MUBS), University of London among others



Carpentry at upper prison

There are 30 learning institutions in Uganda Prisons Service spread across the country. These include 21 primary schools, 5 secondary schools and 2 universities offering education by correspondence - Makerere

University Business School (MUBS) and University of London. The total enrollment of learners undertaking formal education increased from 2,756 learners in FY2020/21 to 3,153 learners in FY2021/22, of which 173 learners were female prisoners. The composition of the enrollment included 2,346 primary school learners (138 females); 753 secondary school learners (females 35) University Courses-14 (Male - 9; Female - 5) and Diploma courses - 40 (All male). The learners were supported through the provision of scholastic materials, teachers and text books to facilitate learning. The National Curriculum Development Centre (NCDC) facilitated the UPS learning institutions with 346 copies on new curriculum textbooks that were distributed to secondary schools at Upper, Masaka, Jinja, Gulu and Kigo prisons

269 inmate candidates (20 females) were registered and sat for Uganda National Examinations Board (UNEB) exams. 200 (9 females) sat for PLE; 45 (6 females) sat for UCE while 24 sat (5 females) for UACE as shown in the table below;

Table 5: UNEB Registration and performance by offenders

Grade	Number of Students
Primary Leaving Examinations (PLE)	
I	21
II	96
III	49
IV	23
U	11
Sub - total	200
Uganda Certificate of Education (UCE)	
I	4
II	8
III	15
IV	18
Sub - total	45
Uganda Advanced Certificate of Education (UACE)	
Three Principal Passes (3PP)	11
Two Principal Passes (2PP)	7



One Principal Passes (1PP)	5
Subsidiary Pass	1
Sub - total	24
Grand Total	269

One hundred thirty-four (134) prison units are offering Functional Adult Literacy (FAL) education to inmates. In FY2021/22, a total of 7,823 inmates undertook functional adult learning. These included 163 females and 7,660 males.

Uganda Prisons Service has a number of vocational trades including carpentry, tailoring, metal fabrication, screen printing, salon and hair dressing, Art and Design, Crafts among others, across all the 128 training facilities

In FY2021/2022, the UPS offered vocational training to 50,788 inmates including 1,859 females in various vocational trades. 36,328 inmates (1,270 females) undertook vocational training in a number of industrial vocations while 14,460 inmates (589 females) undertook training in Agriculture at various prisons demonstration farms as shown in the table below;

Table 6: Prisoner Vocational skills enrollment by category

Trade	Male	Female	Total
Carpentry	1,649		1,649
Tailoring	1,247	124	1,371
Saloon	937	326	1,263
Handicrafts	25,129	597	25,726
Metal Fabrication	113		113
Screen Printing/Dyeing	176	54	230
Wood Carving	846		846
Masonry	1,476		1,476
Motorcycle Repair	45	29	74
Shoe Making	216		216
Candle Making	179	34	213
Soap making	3,045	106	3,151
Agriculture	13,871	589	14,460
Total	48,929	1,859	50,788

In partnership with the Directorate of Industrial training and vocational training centers, 954 inmates were trade tested in various vocational trades and awarded certificates as shown in the table below;

Table 7: Inmate trade testing by category

Trade	Number of inmates trade tested		
	Male	Female	Total
Carpentry	525	00	525
Tailoring	249	53	302
Saloon	94	22	116
Metal Fabrication	33	00	33
Total	901	75	976



3.2.2 Offender Rehabilitation and Reintegration programs

In order to facilitate effective mind-set, change among inmates, the UPS introduced a number of rehabilitation and reintegration programs including life skills training, treatment programs, conflict resolution programs, socializing, religious music dance and drama, and sports programs among others. The rehabilitation and reintegration programs are effectively delivered through sixty-five (65) welfare and rehabilitation officers with support from Non-Governmental and Faith Based Organizations along with inmate leaders. The inmate leaders play the role of mobilizing their fellow inmates to partake of the available rehabilitation and mind set change programs.

In the reporting period, 52,304 inmates including 4,968 female inmates were facilitated to undertake various rehabilitation services as shown below;

Table 8: Rehabilitation Services undertaken within the year

Form of Rehabilitation	Males	Females	Total
Sexual Behavior change	363	39	402
Psychological Sexual Treatment	863	65	928
Peaceful conflict Resolution Mechanisms	1,974	183	2,157
Mind Change	7,342	390	7,732
Counselling and Guidance	39,401	1,680	41,081
Spiritual and Moral rehabilitation	61,762	3,685	65,447
Rehabilitation for elderly	1,227	73	1,300
Music Dance and Drama	66,191	2,200	68,391

250 inmate leaders and 100 staff were equipped with counselling skills and were able to offer counselling and guidance services to inmates while one hundred (100) prisons were equipped with sports and games equipment while eighty (80) prisons were equipped with music, dance and drama equipment

The Service, in partnership with the respective local governments and actors in the Justice chain, ensures regular communication between the prisoners and their relatives in the outside world. This, among others, facilitates effective reintegration of inmates in their communities. 80,051 male inmates and 6,827 female inmates were facilitated to communicate with outside world. 5,165 male inmates and 194 female inmates were provided with reintegration services while 285 pre-release visits were conducted leading to successful reintegration of 2,610 inmates. Of the inmates successfully reintegrated, only 103 inmates (19 females) were provided with reintegration packages due to funding challenges.

3.3 Access to Justice

The Prisons Act, 2006 mandates the Uganda Prisons Service to “ensure that every person is detained legally in a prison...produced in court when required...”

In the first half of the financial year, the prevalence of COVID-19 constrained the delivery and access to justice for inmates as courts continued to remand inmates to prisons having reduced the scale of hearing court cases.



However, the opening of the economy in the second half of the financial year and scaling up of court operations led to the significant decrease in remand population from 53.3% in July 2021 to 50.9% in June 2022. Convicted prisoners have significantly increased by 13.5% from 30,013 to 34,058 prisoners in June 2022 while remands have increased slightly by 3.88% from 34,390 to 35,690 prisoners in June 2022.

Table 9 Trend of the remand population in the last 07 years

Financial Year	Prisoner population	% of remand population
2015/16	45,920	55.1
2016/17	51,773	52.4
2017/18	53,033	51.4
2018/19	56,424	49.0
2019/20	61,202	48.6
2020/21	61,614	50.6
2021/22	67,289	52.2

In the wake of COVID-19, the judiciary continued to use e-justice to curb the spread of the pandemic as digital technology was used to improve access to justice following the instructions² of the Hon. Chief Justice issued in 2020.

The Service Video Conferencing Systems/Virtual courts were installed in six (6) prisons at Arua, Mbarara (M), Lira (M), Soroti (M), Fort Portal (M) prison, Ndorwa (M) raising the total number of prisons with virtual courts to sixteen (16) prisons hence increasing the ease of access to justice by inmates.

Additionally, twenty-nine (29) vehicles were procured to facilitate delivery of prisoners to 264 courts across the country. The Service delivered a daily average of 1,841 prisoners to attend court including special court sessions. In partnership with the Judiciary, the Service attended 124 court sessions country wide. These include 11 Supreme Court sessions 16 Court of



Inmates participating in the legal aid clinic



Appeal sessions, 47 High court sessions and 50 plea bargaining sessions. The number of prisoners delivered to court in FY2021/22 (209,318 prisoners) increased by 93,686 prisoners compared to a turnover of 115,632 inmates in FY2020/21 due to expansion of the activities of the Criminal Justice system and Judiciary upon full opening of the economy after the countrywide lockdowns aimed at containing the spread of COVID-19

The service continued its collaboration with the actors in the justice system through District Chain-link Committees in all districts of the respective prison units. The Officers in Charge make the composition of the UPS representation on the District Chain Link Committees. The linking remands program under the Paralegal Advisory Services and the Legal Aid services facilitated 33,194 inmates including 4,186 females to access legal services like sureties, legal representation in courts of law, community participation among others

However, the length of stay on remand for capital offenders increased from 19.1 months in FY2020/21 to 19.9 months in FY2021/22 while that of petty offenders has been maintained at 3.3 months as shown in table below;

Table 10: Length of stay on remand by category of offences

Category of offence	SEX		Overall
	Female	Male	
Capital	16.4	20.0	19.9
Petty	3.4	3.3	3.3
Overall	10.1	11.0	10.9

The average period spent on remand (months) by level of court is 10.9 months as shown in the table below

Table 11: Length of stay on remand by court level

Category by level of court	SEX		Overall
	Female	Male	
Pending Ministers Order	187.3	163.7	166.7
Committed to High Court	22.5	26.8	26.7
Military courts	7.8	15.6	15.6
Not Committed to High Court	5.6	5.8	5.8
On hearing in the Lower court	3.6	3.3	3.3
Overall	10.1	11.0	10.9

Striking to note however is that whereas the proportion of the remand population reduced from 53.3% in July 2021 to 50.9%, the population of remand prisoners increased from 34,390 in July 2021 to 35,690 prisoners in June 2022. This is on account of the general increase in the overall population of prisoners from a daily average of 61,614 in FY2020/21 to a daily average of 67,289 in FY2021/2022.



3.4 Prisons Production

Uganda Prisons Service aims at transforming prisons from penal to productive corrections. The service aims at transforming from a consumptive to a productive and self-reliant institution, contribute to food security, reduce tax payers' burden of looking after inmates in custody and contribute to the growth of local textile industries through increasing production and productivity of prisons farms and prisons industries.

Uganda prisons carries out production on 68 farms of different sizes and production enterprise with a total land size of 21,000 acres as shown in the table below;



Cotton produce at Orom Tikau Prison

Table 12: Land use by Enterprise

Enterprise	Acreage
Maize Grain	9,484
Cotton	5,220
Seed	504
Sunflower	957
Soya Bean	542
Bed Shamba	200
Afforestation	1,227
Livestock	2,866
Total	21,000

3.4.1 Seed and Cotton production

In FY2016/17, the Uganda Prisons Service embarked on production and processing of seed to contribute to food security in the country through reduction of poor quality farm inputs and cotton to contribute to the growth of textile industries having been directed by His Excellency the President of the Republic of Uganda.

Seed production is implemented on 1,200 acres in 8 farms at Ruimi, Ragem, Loro, Bulaula, Orom tikau, Amita, Mubuku and Kitanya in collaboration with Ministry of Agriculture Animal Industry and Fisheries that conducts the quality assurance in the crop production process and National Agriculture Research Organization (NARO) that provides breeder seed.

Since FY2016/17, the prisons service has produced and distributed 6,454.6 MT of seed through the Ministry of Agriculture and Operation Wealth Creation (OWC) and generated a Non Tax Revenue of shs.17.757bn as shown below;



Table 13: Seed production over years

Financial Year	Acreage	Out Put (MT)	NTR Generated
FY2016/17	930	630.62	1.831
FY2017/18	1,066	1,047.53	2.648
FY2018/19	1,440	1,208.85	3.440
FY2019/20	1,133	1,301.53	3.687
FY2020/21	1,084	1,074.44	2.760
FY2021/22	1,027	1,191.60	3.391
Total	6,680	6,454.57	17.757

The major types of seed produced on prisons farms include certified OPV (Longe5D) Hybrid UH5051, UH5355 and foundation whose production since FY2016/17 as shown below;

Table 14: Maize seed varieties

Type of Seed	Acreage	Output (MT)
Certified Seed		
UH5051	4,181.00	4,169.89
UH5355	545.00	802.05
Longe 5D Certified	1,299.00	1,031.22
Foundation Seed		
ECAVIL-1	134.00	106.80
ECAVIL-18	40.00	17.30
Longe 5D Foundation	348.00	241.09
Single Cross (CML 442 X CML 444)	40.00	37.98
CKL05022	71.00	42.49
CML 442	7.50	1.73
CML 444	14.45	4.02
Total	6,679.95	6,454.57

Seed production is complimented with short maturing crops like soya bean and sunflower as rotational crops. In the reporting period 1,160 acres and 982 acres of soya bean and sunflower were planted respectively in 15 prisons farms at Ruimi, Kitalya, Lugore Isimba, Ibuga, Kiburara, Mubuku, Bugungu YP, Adjumani, Kitwe, Kyegegwa, Mutukula, Loro and Bifulubi as shown below

Table 15: Sunflower production over years

Acreage	Out Put (MT)	NTR Generated
Sun flower	315.45	410,079,800
Soya Bean	1,395.40	5,581,600,000
Total	1,710.85	5,991,679,800

Uganda Prisons engages in cotton production given its potential to dramatically increase its contribution to national growth through support to industrial growth, employment creation, revenue generation and foreign exchange earnings. Since FY2016/17, the UPS has produced 7,515.4MT (15,030.8 bales) of cotton (Each bale is 500kgs) worth 20.292billion shillings in Non-Tax Revenue across as shown below.



Table 16: Cotton production over years

Financial Year	Acreage	Out Put (MT)	NTR Generated
FY2016/17	2,359	743.27	2,006,831,700
FY2017/18	4,048	1,021.18	2,757,177,900
FY2018/19	4,455	1,267.81	3,423,092,400
FY2019/20	4,746	1,356.31	3,662,039,700
FY2020/21	4,893	1,250.87	3,377,340,900
FY2021/22	5,169	1,875.09	5,065,108,200
Total	25,670	7,514.52	20,291,590,800

3.4.2 Grain Production

Food production on prisons farms is aimed at reducing tax payers burden of looking after offenders in custody through Non Tax Revenue Generation and promotion of self-sufficiency in terms of prisoners' maize food requirements while acting as training centers for inmates through agricultural vocational skills development hence reducing the rate of unemployment especially among the youth.

In the FY2021/2022, prisons farms planted and maintained 9,484 acres of maize grain representing a 4.6% decrease from 9,938 acres in FY2020/2021. However, maize production increased from 14,417MT in FY2020/21 to 15,670MT in FY2021/22 due to improved timing of the planting seasons. The table below shows the production trend over the years



The table below shows the production trend over the years

Table 17: Maize production over years

Financial Year	Acreage	Out Put (MT)	NTR Generated
FY2016/17	6,956	5,361.30	5,361,300,000
FY2017/18	7,316	6,249.80	6,249,800,000
FY2018/19	6,876	14,730.85	14,730,848,850
FY2019/20	8,920	13,584.26	13,584,264,400
FY2020/21	9,938	14,417	14,417,000,000
FY2021/22	9,484	15,670	15,670,000,000
Total	49,490	56,204	70,013,213,250



3.4.3 Prisons Industries

The strategic focus of Uganda Prisons Industries is to produce high quality and long lasting furniture for Ministries, Departments and Agencies of government including Local Governments with specific attention on skills development among prisoners aligned to individual employment needs.

Uganda Prisons industries is currently operating with 09 workshops at Upper, Murchison Bay, Jinja, Masindi, Kitalya Mini Maxi, Fort Portal, Mbale, Soroti and Gulu. The Service, following the guidance of the HE The President, embarked on building the capacity of the industries

to enhance production for all Ministries, Departments and Agencies of government through expansion of the production workshops and acquisition of machinery and equipment.



Inmates tailoring their uniform at the new tailoring workshop at Kitalya Mini Max prison

The Service established a functional tailoring workshop at Kitalya Mini Maxi prison for production of staff and prisoners' uniforms and equipped it with assorted machines including; 60 single-needle lockstitch industrial sewing machines, 5 double-needle lockstitch industrial sewing machines, 2 over-lock industrial sewing machines, 3 Zig-zag lock stitching industrial sewing machines, 1 button holing machine 2 button sewing/button fixing machines 1 embroidery machine and one (1) garment cutting machine with the capacity to process 17,000 uniform suits of cloth per hour/day. In FY2021/22, prisons industries produced 939 pairs of staff uniform and 34,968 pairs of prisoners' uniform.

The carpentry workshop at Upper prison was equipped with assorted carpentry machinery including 3 Thicknessors, 3 Spindle moulder, 3 Circular saws, 3 Surface planers, 2 Belt sander, 2 Turning Lathes, 2 Band saws, 2 Tenoners, 2 Chain mortisers, 2 grinding machines, 2 compressors and assorted tools including 27 electric hand-held tools, 22 carpentry kits, 2 lockable tool boxes, 5 portable power saws, 5 portable jig-saw, 5 portable Miter-saw, 5 portable hand-drills, 5 portable hand-routers, 2 industrial portable angle-grinders, 20 pyrography tool kits and 2 tin-cutter tool kits hence facilitating the production of various sets of furniture. The expansion of the carpentry workshop at Upper prison is ongoing and is expected to be completed in FY2022/2023.

In partnership with the Office of the Prime Minister, the Prisons Industries produced 88 doors and 176 windows with all the accessories for 22 housing units under the Phase III of the Support to the Bulambuli Resettlement Project for the Bududa landslide victims, as part of our corporate Social Responsibility. Uganda Prisons has also participated in Phase I and III where 1,446 doors and 964 windows with all the accessories were produced for 241 housing units

3.5

Management and Accountability

3.5.1 Human Resource and Administration

By the end of FY2021/22, Service had a total of 12,099 staff and 202 trainees (Cadet Assistant Superintendent of Prisons) within all the administrative units of the Service. Female staff constituted 29% of the total staff establishment as shown in the table below;

Table 18: Staff population as at 30th June 2022

STAFF CATEGORY	GENDER		TOTAL
	Males	Females	
Uniformed	8,657	3,442	12,099
Senior officers	367	82	449
Principal Officers	420	110	530
Non Commissioned Officers	7,870	3,250	11,120
Non Uniformed	263	233	496
Senior Officers	98	85	183
Junior Officers	165	148	313
Total	8,920	3,675	12,595
Trainees at PATS - CASPs	166	36	202
GRAND TOTAL	9,086	3,711	12,797
Percentage (%)	71%	29%	100%

3.5.2 Training and Staff Development

3.5.2.1 Recruitments

During Financial Year 2021/22, UPS enhanced its staff establishment through recruitment of 591 new staff as reflected in table below

Table 19: Staff recruitment in FY2021/22

No.	Position	Male	Staff	Total
1	Cadet Assistant Superintendent of Prisons	166	36	202
2	Cadet Principal Officers	272	65	337
3	Non Uniformed Officers	32	20	52
	Total	470	121	591



The Non uniformed officers reflected above include 19 motor vehicle attendants, 13 Psychological Social Workers and 20 medical workers.

3.5.2.2 Training of Staff

Uganda Prisons Service undertook recruitment and training of staff in various fields that are relevant for the execution of the service mandate. The Service conducted several capacity building programs where a total of 355 staff benefitted. These included 262 males and 93 female staff. The training areas for the staff during the review period included the following:

Table 20: Staff Capacity building during FY2021/22

No.	Field of Training	No of Staff		
		Male	Female	Total
1	Management Training (UMI)	8	1	9
2	Leadership Training at NALI	26	5	31
3	Military Leadership Course	44	3	47
4	Correction program training	73	35	108
5	Customer Care	82	38	120
7	Human Rights training at LDC	25	09	34
8	Intermediate command course	4	2	6
	Total	262	93	355

3.5.2.3 Promotions

The service promoted a total of 2,855 staff (862 females) staff based on their performance. These included 92 senior officers and 2,763 junior officers, of which 27 staff were non uniformed staff as shown in the table below;

Table 21: Staff promotions during the year

No.	New Position/Rank	Male	Female	Total
	Uniformed officers	1,979	849	2,828
1	Commissioner of Prisons	6	-	6
2	Assistant Commissioner of Prisons	1	1	2
3	Senior Superintendent of prisons	13	1	14
4	Superintendent of prisons	31	7	38
5	Assistant Superintendent of prisons	5	-	5
6	Principal Officer I	83	23	106
7	Principle Officer II	11	4	15
8	Chief Warder/ Wardress I	159	39	198
9	Chief Warder/ Wardress II	154	40	194
10	Chief Warder/ Wardress III	232	94	326
11	Sergeant Warder/ Matron	646	320	966
12	Corporal/ Assistant Matron	638	320	958
	Non Uniformed Staff	14	13	27
13	Health Workers	13	12	25
14	Principal Human Resource Officer	1	-	1
15	Senior Human Resource Officer	-	1	1
	Total	1,993	862	2,855



3.5.3 Staff Attrition

During the period under review, the Service lost 294 staff mainly due to desertion, death, retirement and transfer of service among other factors. 22% (65 staff) of the staff the left the service were females as shown in the table below.

Table 22: Staff attrition during the year

Mode of Attrition	Male	Female	Total	(%)
Deserted/Absconded	109	21	130	44.2%
Retired	51	20	71	24.1%
Deceased	25	12	37	12.6%
Discharged	23	9	32	10.9%
Contract expired	13	-	13	4.4%
Transferred service	6	3	9	3.1%
Dismissed	2	-	2	0.7%
Total	229	65	294	100.0%

From the table above, desertion of staff accounted for 44.2% (130) whereas retirement account for 24.1% (71) of the entire staff attrition.

Table 23: Staff Attrition by rank

Mode of Attrition	Rank											Total
	DCGP	DIR	CP	SP	ASP	PO	CH	SGT	CPL	WDR	CIV	
Deserted/ Absconded								1	19	105	5	130
Retired				6	2	9	24	15	4	6	5	71
Deceased			1		3	1	10	5	5	10	2	37
Discharged						1	2	5	4	20		32
Contract expired	1	2		1						8	1	13
Transferred service										1	8	9
Dismissed										2		2
Total	1	2	1	7	5	11	36	26	32	152	21	294
Percentage (%)	0.3	0.7	0.3	2.4	1.7	3.7	12.2	8.8	10.9	51.7	7.1	100

Warders and wardresses were the modal category in staff attrition accounting for 51.7% (152 staff) of staff that left the service. To note also is that 69.1% of the warders and wardresses (105) left through desertion.



Table 24: Attrition of staff by month

CATEGORY	Months												Total
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
Deserted/ Absconded	3	1		17	26	1	22	9	19	17	10	5	130
Retired	6	1	2	6	7	8	3	5	8	7	10	8	71
Deceased	3	4	6	4	4	4		2	1	1	2	6	37
Discharged	2		2	3	10	2		1	1		8	3	32
Contract expired			2	4		2	1				4		13
Transferred service				1		1	6			1			9
Dismissed		2											2
Total	14	8	12	35	47	18	32	17	29	26	34	22	294

3.5.4 Performance Management

During the review period, the Service continued to implement performance management activities aimed at supporting the execution of the UPS strategic plan. This provided opportunity to the various stakeholders to monitor UPS performance

The UPS conducted quarterly, semiannual and annual performance evaluation for all departments, divisions, sections, regional Prisons Commanders and all other service delivery areas. This was based on performance targets that were set for the respective service delivery areas at the beginning of FY2021/2022

In order to further strengthen and entrench performance management in all administrative units of the service, Job descriptions and person specifications were produced and distributed to all administrative units including 260 prisons, 17 prisons regions and 44 prison districts.

3.5.5 Games, Sports and Regional Cooperation Activities

The UPS continued to play an active role in the affairs of the regional bodies to which it is a member, in order to enhance harmonization of the applicable regulatory framework. The UPS participated in the East African Forces Military Exercise Planning Conference (Ushikiriano Imara), preparations for Uganda -Tanzania Joint Permanent Commission and development of a joint training for capacity building in emergence preparedness and response in prisons with Namibia Corrections Service. The UPS also coordinated the African Correctional Services Association (ACSA) activities

Uganda Prisons Service has positioned itself to be a sporting powerhouse not among the security agencies but also in the whole country. The Service currently has 15 sports clubs that participate in eight (8) sporting disciplines including football, netball, handball, volleyball, wood ball, taekwondo, darts and athletics. Five (5) Prisons Officers participated and represented Uganda in the World Athletics Championships in Oregon, USA while Six (6) prisons lady officers were part of the Netball team that represented Uganda at the Commonwealth games in Birmingham and Africa Netball championship in Namibia.

The Uganda Prisons Netball team emerged first runners up in the East Africa Netball Championship while the UPS Men's' hand ball team were crowned champions of the 2021/2022 Uganda Handball Super League. The Uganda Prisons Athletic team was part of Uganda's squad to the Africa Athletics Marathon 2022, in Saint Pierre Mauritius, World Athletics Championships, 2022 in Oregon, Commonwealth games, 2022 in Birmingham and Africa Games 2022 while the Uganda Prisons Maroons Football Club was promoted and secured participation in the Uganda Premier League for 2022/2023 season

4.0

Financial Performance

The total budget for the Service grew by 1.6% from shs. 324.975 billion in FY2020/21 to shs. 330.053 billion in FY2021/2022 including external financing and Donor Support as shown in the table below;

Table 25: Source of Funding for FY2021/22

Source of Funds	FY2020/2021	FY2021/2022	Change
GoU Appropriation	310.443	316.462	6.019
SWAP Development Fund	5.286	3.570	-1.716
Donor Funding			
<i>Centers for Disease Control</i>	<i>9.246</i>	<i>10.021</i>	<i>0.775</i>
Total	324.975	330.053	5.078

During the review period, shs.91.771bn (28.9%) of the approved budget (appropriation from GoU) was appropriated for salaries of staff, shs.171.482bn (54.2) % was appropriated for non-wage recurrent activities, shs.43.232bn (13.7%) for development activities and shs.9.977bn (3.2%) for arrears as shown in the table below;

Table 26: Change in budget allocation

Category	FY2020/2021	FY2021/2022	Change
Wage	80.811	91.771	10.96
Non - Wage	154.629	171.482	16.853
Development	34.397	43.232	8.835
Arrears	40.606	9.977	-30.629
External Financing	0.00	0.00	0
Grand Total	310.443	316.462	6.019



4.1 FY2021/2022 Financial Performance

The Service the service spent 96.3% of the released wage budget, 99.7% of the non-wage recurrent budget, 99.6% of the development budget as shown in the table below;

Table 27: FY2021/22 Budget Performance

Category	Approved Budget	Supplementary	Reallocation	Revised Budget	Released Budget	Budget Spent	%ge of releases spent
Wage	81.109	10.660	0.00	91.771	91.771	88.378	96.3
Non - Wage	156.362	13.824	1.399	171.482	171.482	170.922	99.7
Development	40.027	4.604	-1.399	43.232	43.232	43.078	99.6
Arrears	10.120	0	0.00	9.977	9.977	9.977	100
JLOS	7.397	0	0	7.397	3.57	2.85	79.8
Ext. Financing	0						
Total	295.015	29.088	0	323.859	320.032	315.205	98.5

The recruitment of 1,500 new junior staff was delayed due to the spread of COVID -19 and the need to implement measures to control its spread. The Service could therefore not spend **shs.3.433bn** of the released wage meant for new staff whose recruitment was still ongoing by the end of the financial year.

The Service also received a supplementary budget of shs.13.824bn within the Financial year. Shs. 6.243bn was provided towards implementation of measures to control the spread of COVID-19 delta variant during the 3rd wave in quarter one of the financial year. Shs.3.0bn was provided to cater for training costs of staff that were undergoing training at the Prisons Academy and Training School (passed out on 4th March 2022) while shs.4.170bn was provided towards the procurement of prisoners blankets. The service also received supplementary funding of shs.4.604bn towards settling contractual obligations on construction and equipping of Kitalya Mini Maxi Prison

Owing to the increase in prices of goods and services, a virement of shs.1.399bn from the development budget was sought to address inadequate farm inputs due increase in farm input prices while **shs.0.559bn meant for pension and gratuity** remained unspent pending verification of retiring officers by the Ministry of Public Service.

4.2 Non Tax Revenue

The target for FY2021/2022 was to generate shs.26.86bn in Non-Tax Revenue from prisons productions enterprises. The Service generated shs.25.786bn.

Table 28: Performance of Non Tax Revenue

Item	Target	Performance		
		Cash	Non Cash	Total
Food	18.000	-	15.670	15.670
Cotton	2.930	4.676	-	4.676
Seed Maize	4.950	1.434	2.062	3.495
Industries	0.700	0.189	1.554	1.744
Sale of Publications	0.130	0.010	0.006	0.017
Prisons Band	0.150	-	0.185	0.185
Total	26.860	6.310	19.477	25.786



Outlook for the FY2022/23

In order to effectively deliver on its mandate, the UPS developed its fifth Strategic Investment Plan, covering the period 2020/21 to 2024/25, aligned to the second National Development Plan III.

The development goal of the Service under Strategic Investment Plan V is **“transformation of every prisoner into a responsible, law abiding and economically productive citizen.”** The UPS will achieve this by focusing on five (5) core areas of safety, security and humane custodial services; Offender Rehabilitation and reintegration; Access to Justice; Prisons production and productivity, and Governance.

<p>Winning Aspiration</p> 	<p>Vision: A center of excellence in providing human rights based correctional services in Africa</p> <p>Mission: To contribute to the protection and development of society by providing safe, secure, and humane custody of prisoners while placing human rights at the center of their correctional programs.</p> <p>Development Goal: Transformation of every prisoner into a responsible, law abiding and economically productive citizen</p>
<p>Where we Play</p> 	<p>Core Focus Areas (Service)</p> <ul style="list-style-type: none"> • Safe, secure and humane custodial services • Offender rehabilitation and reintegration services • Access to Justice. • Prisons production and productivity <p>Enabling Focus Areas</p> <ul style="list-style-type: none"> • Stakeholder Management • Strong governance, accountability, risk and compliance management • Human Resource, process, tools and Prisons Sustainability • Innovation and technological evolution
<p>How to win</p> 	<ul style="list-style-type: none"> • Project mode & Operations mode • Logical sequencing & Layering of Investments • Business approach in service delivery • Low cost solutions • Public private partnerships • Inter-sectoral linkages
<p>Capabilities and Management systems</p> 	<ul style="list-style-type: none"> • Effective Human Resource Management • Improved data and Information Management • Living the UPS Core values



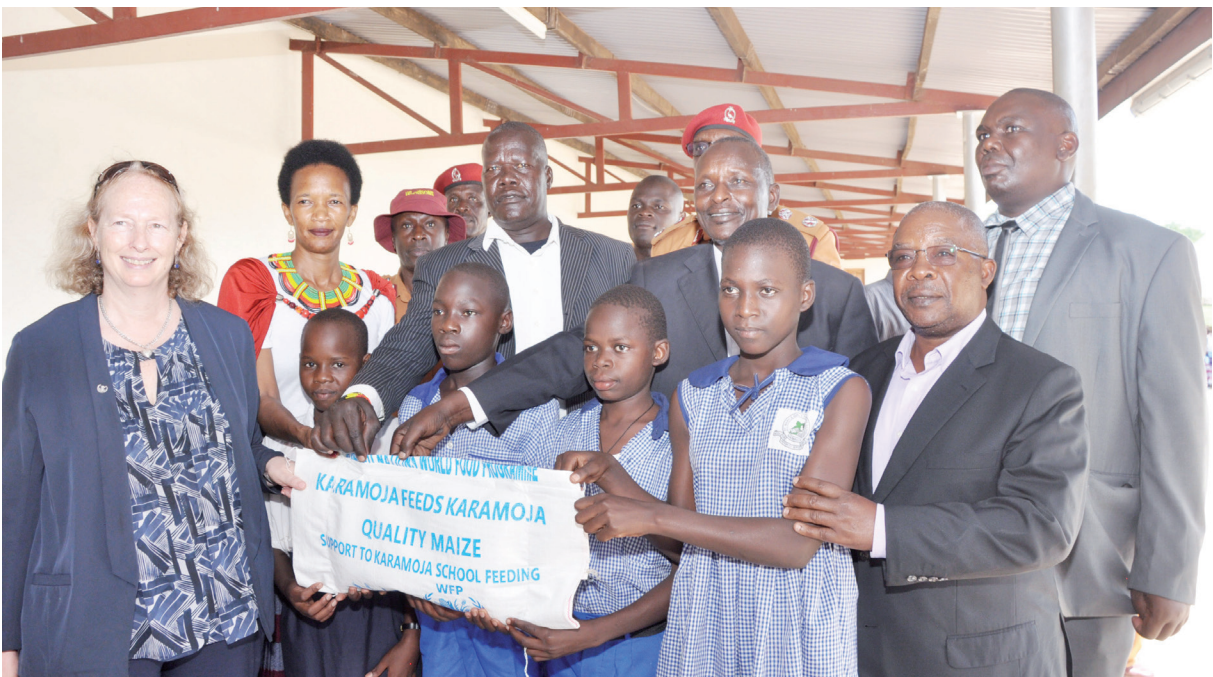
UPS Performance Targets FY2022/2023

The Key Performance Indicators for the Financial Year 2022/2023, as highlighted in Table 27, have been extracted from the fifth UPS Strategic Development Plan (FY2020/21 – FY2024/25).

Table 29 Performance Targets FY2022/23

Performance Areas	Measure	FY2021/22 Performance	FY2022/23 Target
Safe, secure and humane custodial services	Percentage of staff housed in permanent houses	46.9%	45.9%
	Number of staff houses constructed	655	330
	Prisons Holding Capacity	19,986	20,225
	Number of HIV/AIDS positive staff supported	841	841
	A daily average of inmates looked after	67,289	75,094
Offender Rehabilitation and reintegration	Recidivism rate	14.8%	14.0%
	Number of prisoners on formal educational programs	3,153	2,500
	Number of prisoners under vocational skills program	18,193	25,000
	Number of offenders on rehabilitative programs	63,074	65,000
Access to Justice	Proportion of remands to total prisoner population	52.2%	51.6
	Average length of stay on remand (months) for capital offenders	19.9	18.0%
	Average length of stay on remand (months) for petty offenders	3.3	2.0%
	A daily average of inmates delivered to court	1,841	1,750
	Number of Prisoners linked to actors of the criminal justice system	33,194	18,000
Prisons production	Non Tax Revenue generation in billion shillings per year	25.786	26.860
	Bales (@ bale of 500kgs) of Cotton produced	8,162	10,000
	Metric tons of seed produced	1,445.8	1,200
	Metric tons of maize grain produced	15,698	18,000
Institutional capacity & accountability	Level of adherence to set standards and systems	100%	100%
	Warder to Prisoner ratio	1:7	1:6









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