

## **STRATEGIC OVERVIEW**

### **I. Mission Statement**

To ensure best correctional practice by keeping detainees in safe, humane custody and help them prepare for a useful life

### **II. Current Situation & Challenges**

- The majority of adult convicts are re-offenders. In 2020, 72 percent of detainees had been imprisoned more than once.
- Male convicts accounted for 97 percent of the total and 56 percent of convicts were in the age group 18-30 years.
- An average amount of Rs 794 was spent daily on each detainee in 2020 compared to Rs 746 in 2019.
- The Prison service is self-sufficient in bread, eggs and chicken, with over 30 percent self-sufficiency in vegetable production (including hydroponics).
- Need-based vocational courses are dispensed to detainees by trained Prison Staff.

#### **Key Challenges**

- Reduce recidivism by improving rehabilitation programmes
- Increase in admission of drug-dependent detainees
- Increasing number of young offenders
- The infrastructure of Central Prison needs to be upgraded to keep detainees in safe custody
- Entry of prohibited articles in Prison

### **III. Strategic Direction 2021-2024**

| <b>Strategic Direction</b>   | <b>Enabler</b>  |
|--|---|
| <b>Reduce reoffending and rehabilitate detainees for re-integration in society</b> | <ul style="list-style-type: none"> <li>▪ Implement best correctional practice and comprehensive rehabilitation programmes</li> <li>▪ Enhance opportunities for vocational and education training</li> <li>▪ Adapt rehabilitation programmes to cater for an increasing number of young offenders</li> </ul>   |
| <b>Reduce cost of maintaining detainees in custody</b>                             | <ul style="list-style-type: none"> <li>▪ Increase vegetable production so as to achieve self-sufficiency in vegetable requirement</li> <li>▪ Engage detainees in purposeful activities, such as handicraft and carpentry so that they become skilful</li> <li>▪ Reduce utility cost by using eco-friendly solutions and revamping of water network</li> </ul> |

#### IV. Key Deliverables & Key Performance Indicators

| Outcome  |                                       |  |                              |                              |                   |                   |                   |
|--|---------------------------------------|--|------------------------------|------------------------------|-------------------|-------------------|-------------------|
| A safer Mauritius through best correctional practice |                                       |  |                              |                              |                   |                   |                   |
| Outcome Indicator                                    |                                       |  |                              | Actual<br>2020/21<br>(Prov.) | Target<br>2021/22 | Target<br>2022/23 | Target<br>2023/24 |
| Percentage of detainees imprisoned more than once    |                                       |  |                              | 72%                          | 71.5%             | 71%               | 70.5%             |
| Delivery Unit  | Main Service                          | Key Performance Indicator  | Actual<br>2020/21<br>(Prov.) | Target<br>2021/22            | Target<br>2022/23 | Target<br>2023/24 |                   |
| Prison Service                                       | Rehabilitation of detainees           | Number of detainees following MQA Approved educational and vocational training | 260                          | 330                          | 340               | 350               |                   |
|  | Capacity building for Prison Officers | Number of Officers following In-Service Courses in various fields              | 765                          | 775                          | 780               | 785               |                   |
|  |                                       | Number of Officers having access to psychological support                      | 44                           | 50                           | 60                | 60                |                   |

#### V. Human Resource & Gender Distribution

| Staff in Post                                       | Number       | Male       | Female     |
|---|--------------|------------|------------|
| Top Management (Salary ≥ Rs 100,000)                | -            | -          | -          |
| Middle Management (Rs 40,000 ≤ Salary < Rs 100,000) | 87           | 82%        | 18%        |
| Support (Salary < Rs 40,000)                        | 1,260        | 88%        | 12%        |
| <b>Overall</b>                                      | <b>1,347</b> | <b>88%</b> | <b>12%</b> |

CISD Figures – May 2021

**VOTE 2-10: Prison Service - continued**

**FINANCIAL RESOURCES**

**Summary by Economic Categories**

Rs 000

| Code                                | Economic Categories                 | 2020/21<br>Estimates | 2021/22<br>Estimates | 2022/23<br>Planned | 2023/24<br>Planned |
|-------------------------------------|-------------------------------------|----------------------|----------------------|--------------------|--------------------|
| <b>VOTE 2-10: TOTAL EXPENDITURE</b> |                                     | 799,000              | <b>864,000</b>       | 901,200            | 876,500            |
| <b>Recurrent Expenditure</b>        |                                     | 772,100              | 818,700              | 835,000            | 842,600            |
| 21                                  | Compensation of Employees           | 618,486              | 646,350              | 661,775            | 669,225            |
| 22                                  | Goods and Services                  | 153,054              | 172,040              | 172,915            | 173,065            |
| 26                                  | Grants                              | 60                   | 60                   | 60                 | 60                 |
| 28                                  | Other Expense                       | 500                  | 250                  | 250                | 250                |
| <b>Capital Expenditure</b>          |                                     | 26,900               | 45,300               | 66,200             | 33,900             |
| 31                                  | Acquisition of Non-Financial Assets | 26,900               | 45,300               | 66,200             | 33,900             |

**Vote 2-10: Prison Service**

Rs 000

| Item No.                     | Details                               | 2020/21<br>Estimates | 2021/22<br>Estimates | 2022/23<br>Planned | 2023/24<br>Planned |
|------------------------------|---------------------------------------|----------------------|----------------------|--------------------|--------------------|
| <b>Recurrent Expenditure</b> |                                       | <b>772,100</b>       | <b>818,700</b>       | <b>835,000</b>     | <b>842,600</b>     |
| <b>21</b>                    | <b>Compensation of Employees</b>      | <b>618,486</b>       | <b>646,350</b>       | <b>661,775</b>     | <b>669,225</b>     |
| 21110                        | Personal Emoluments                   | 557,066              | 583,330              | 598,205            | 605,655            |
| .001                         | Basic Salary                          | 426,366              | 428,429              | 442,363            | 448,973            |
| .002                         | Salary Compensation                   | 19,200               | 25,301               | 25,301             | 25,301             |
| .004                         | Allowances                            | 75,000               | 75,000               | 75,000             | 75,000             |
| .006                         | Cash in lieu of Leave                 | -                    | 16,700               | 17,200             | 17,500             |
| .009                         | End-of-year Bonus                     | 36,500               | 37,900               | 38,341             | 38,881             |
| 21111                        | Other Staff Costs                     | 54,220               | 54,520               | 55,070             | 55,070             |
| .002                         | Travelling and Transport              | 52,950               | 53,450               | 54,000             | 54,000             |
| .100                         | Overtime                              | 1,200                | 1,000                | 1,000              | 1,000              |
| .200                         | Staff Welfare                         | 70                   | 70                   | 70                 | 70                 |
| 21210                        | Social Contributions                  | 7,200                | 8,500                | 8,500              | 8,500              |
| <b>22</b>                    | <b>Goods and Services</b>             | <b>153,054</b>       | <b>172,040</b>       | <b>172,915</b>     | <b>173,065</b>     |
| 22010                        | Cost of Utilities                     | 34,000               | 34,600               | 34,600             | 34,600             |
| 22020                        | Fuel and Oil                          | 2,240                | 2,240                | 2,240              | 2,240              |
| 22030                        | Rent                                  | 574                  | 19,050               | 19,050             | 19,050             |
|                              | <i>of which</i>                       |                      |                      |                    |                    |
| .004                         | Rental of CCTV Cameras                | 524                  | 15,000               | 15,000             | 15,000             |
| .007                         | Rental line for Network Services      | -                    | 4,000                | 4,000              | 4,000              |
| 22040                        | Office Equipment and Furniture        | 500                  | 450                  | 450                | 450                |
| 22050                        | Office Expenses                       | 295                  | 225                  | 280                | 280                |
| 22060                        | Maintenance                           | 19,800               | 21,650               | 21,700             | 21,850             |
|                              | <i>of which</i>                       |                      |                      |                    |                    |
| .003                         | Plant and Equipment                   | 15,000               | 15,000               | 15,000             | 15,000             |
| .005                         | IT Equipment                          | 700                  | 2,800                | 2,850              | 3,000              |
| 22070                        | Cleaning Services                     | 200                  | 200                  | 200                | 200                |
| 22100                        | Publications and Stationery           | 1,220                | 1,100                | 1,220              | 1,220              |
| 22120                        | Fees                                  | 1,000                | 1,200                | 1,500              | 1,500              |
| 22140                        | Medical Supplies, Drugs and Equipment | 1,200                | 1,000                | 1,200              | 1,200              |

**VOTE 2-10: Prison Service - continued**

Rs 000

| Item No.                   | Details   | 2020/21<br>Estimates | 2021/22<br>Estimates | 2022/23<br>Planned | 2023/24<br>Planned |
|----------------------------|---|----------------------|----------------------|--------------------|--------------------|
| 22900                      | Other Goods and Services                        | 92,025               | 90,325               | 90,475             | 90,475             |
|                            | <i>of which</i>                                 |                      |                      |                    |                    |
| .001                       | Uniforms  | 8,000                | 8,000                | 8,000              | 8,000              |
| .005                       | Provision and Stores                            | 70,000               | 70,000               | 70,000             | 70,000             |
| .029                       | Enhanced Earnings for Detainees                 | 8,500                | 8,500                | 8,500              | 8,500              |
| <b>26</b>                  | <b>Grants</b>                                   | <b>60</b>            | <b>60</b>            | <b>60</b>          | <b>60</b>          |
| 26210                      | Contribution to International Organisations     | 60                   | 60                   | 60                 | 60                 |
| <b>28</b>                  | <b>Other Expense</b>                            | <b>500</b>           | <b>250</b>           | <b>250</b>         | <b>250</b>         |
| 28211                      | Transfers to Non-Profit Institutions            |                      |                      |                    |                    |
| .008                       | Discharged Persons' Aid Committee               | 100                  | 100                  | 100                | 100                |
| .002                       | Repatriation of Prisoners                       | 400                  | 150                  | 150                | 150                |
| <b>Capital Expenditure</b> |   | <b>26,900</b>        | <b>45,300</b>        | <b>66,200</b>      | <b>33,900</b>      |
| <b>31</b>                  | <b>Acquisition of Non-Financial Assets</b>      | <b>26,900</b>        | <b>45,300</b>        | <b>66,200</b>      | <b>33,900</b>      |
| 31112                      | Non-Residential Buildings                       |                      |                      |                    |                    |
| .411                       | Upgrading of Prisons                            | 14,150               | 27,900               | 54,700             | 25,580             |
|                            | <i>(a) Beau Bassin Prison</i>                   | 3,750                | 4,250                | 4,000              | 3,500              |
|                            | <i>(b) Other Prisons</i>                        | 10,400               | 23,650               | 50,700             | 22,080             |
| 31121                      | Transport Equipment                             |                      |                      |                    |                    |
| .801                       | Acquisition of Vehicles                         | 2,000                | 6,800                | 4,800              | 1,620              |
| 31122                      | Other Machinery and Equipment                   |                      |                      |                    |                    |
| .802                       | Acquisition of IT Equipment                     | 1,000                | 1,200                | 1,200              | 1,200              |
| .805                       | Acquisition of Security Equipment               | 6,800                | 5,500                | 2,000              | 2,000              |
| .999                       | Acquisition of Other Machinery and Equipment    | 1,450                | 3,400                | 3,000              | 3,000              |
| 31132                      | Intangible Fixed Assets                         |                      |                      |                    |                    |
| .401                       | e-Government Projects: Prison Management System | 1,000                | -                    | -                  | -                  |
| 31133                      | Furnitures, Fixtures and Fittings               | 500                  | 500                  | 500                | 500                |
| <b>TOTAL</b>               |   | <b>799,000</b>       | <b>864,000</b>       | <b>901,200</b>     | <b>876,500</b>     |

**VOTE 2-10: Prison Service - continued**

**HUMAN RESOURCES**

| SN   | Position Titles  | Funded       |              |
|--|--|--------------|--------------|
|  |  | 2020/21      | 2021/22      |
| <b>Vote 2-10: Prison Service</b>               |  | <b>1,415</b> | <b>1,465</b> |
| 1  | Commissioner of Prisons  | 1            | 1            |
| 2  | Deputy Commissioner of Prisons   | 4            | 4            |
| 3  | Assistant Commissioner of Prisons  | 5            | 6            |
| 4  | Woman Assistant Commissioner of Prisons                                      | 1            | 1            |
| 5  | Superintendent of Prisons/Senior Superintendent of Prisons                   | 10           | 18           |
| 6  | Superintendent of Prisons/Senior Superintendent of Prisons (Works)           | 1            | 1            |
| 7  | Superintendent of Prisons/Senior Superintendent of Prisons (Industries)      | 1            | 1            |
| 8  | Woman Superintendent of Prisons/Senior Woman Superintendent of Prisons       | 1            | 1            |
| 9  | Manager, Financial Operations  | 1            | 1            |
| 10   | Assistant Manager, Financial Operations                                      | 1            | 1            |
| 11   | Principal Financial Operations Officer                                       | 2            | 2            |
| 12   | Financial Officer/Senior Financial Officer                                   | 3            | 3            |
| 13   | Assistant Financial Officer  | 3            | 5            |
| 14   | Manager (Procurement and Supply)   | 2            | 2            |
| 15   | Assistant Manager (Procurement and Supply)                                   | 2            | 2            |
| 16   | Procurement and Supply Officer/Senior Procurement and Supply Officer         | 2            | 2            |
| 17   | Assistant Procurement and Supply Officer                                     | 6            | 8            |
| 18   | Assistant Manager, Internal Control  | 1            | 1            |
| 19   | Internal Control Officer/Senior Internal Control Officer                     | 1            | 2            |
| 20   | Manager, Human Resources   | -            | 1            |
| 21   | Assistant Manager, Human Resources   | -            | 1            |
| 22   | Senior Human Resource Executive  | -            | 1            |
| 23   | Human Resource Executive   | -            | 3            |
| 24   | Office Management Executive  | 3            | 3            |
| 25   | Office Management Assistant  | 4            | 5            |
| 26   | Office Supervisor  | 1            | 1            |
| 27   | Management Support Officer   | 22           | 22           |
| 28   | Confidential Secretary   | 1            | 1            |
| 29   | Word Processing Operator   | 4            | 4            |
| 30   | Head Office Auxiliary  | 1            | 1            |
| 31   | Office Auxiliary/Senior Office Auxiliary                                     | 4            | 4            |
| 32   | Prisons Driver ( <i>on shift</i> )   | 10           | 10           |
| 33   | Driver   | 1            | 1            |
| 34   | Security Guard   | 3            | 3            |
| <b>Custody and Rehabilitation of Detainees</b> |  |              |              |
| 35   | Prisons Medical and Health Officer/Senior Prisons Medical and Health Officer | -            | -            |
| 36   | Chief Hospital Officer   | 1            | 1            |
| 37   | Principal Hospital Officer (Male)  | 4            | 4            |
| 38   | Principal Hospital Officer (Female)  | -            | 1            |
| 39   | Senior Hospital Officer (Male)   | 9            | 9            |
| 40   | Senior Hospital Officer (Female)   | 2            | 2            |
| 41   | Hospital Officer (Male)  | 13           | 22           |
| 42   | Hospital Officer (Female)  | 7            | 7            |

**VOTE 2-10: Prison Service - continued**

| SN           | Position Titles                                    | Funded       |              |
|--------------|--|--------------|--------------|
|              |  | 2020/21      | 2021/22      |
| 43           | Chief Prisons Welfare Officer                      | 1            | 1            |
| 44           | Principal Prisons Welfare Officer                  | 2            | 2            |
| 45           | Senior Prisons Welfare Officer                     | 3            | 3            |
| 46           | Prisons Welfare Officer                            | 12           | 12           |
| 47           | Assistant Superintendent of Prisons                | 47           | 55           |
| 48           | Assistant Superintendent of Prisons (Industries)   | 1            | 1            |
| 49           | Assistant Superintendent of Prisons (Works)        | -            | -            |
| 50           | Woman Assistant Superintendent of Prisons          | 7            | 7            |
| 51           | Prisons Psychologist                               | 1            | 1            |
| 52           | Pharmacist/Senior Pharmacist                       | -            | -            |
| 53           | Prisons Pharmacy Technician                        | -            | 2            |
| 54           | Prisons Catering Administrator                     | 1            | 1            |
| 55           | Principal Prisons Officer                          | 104          | 112          |
| 56           | Principal Prisons Officer (Industries)             | 6            | 8            |
| 57           | Principal Prisons Officer (Works)                  | 5            | 5            |
| 58           | Principal Woman Prisons Officer                    | 7            | 7            |
| 59           | Senior Officer Cadet (Male)                        | 5            | 5            |
| 60           | Senior Officer Cadet (Female)                      | 1            | 1            |
| 61           | Prisons Officer/Senior Prisons Officer             | 937          | 937          |
| 62           | Woman Prisons Officer/Senior Woman Prisons Officer | 94           | 94           |
| 63           | Dental Assistant                                   | -            | -            |
| 64           | Receptionist/Telephone Operator                    | 5            | 5            |
| 65           | Cook ( <i>on roster</i> )                          | 9            | 9            |
| 66           | Automobile Electrician                             | 1            | 1            |
| 67           | Blacksmith   | 1            | 1            |
| 68           | Carpenter  | 8            | 8            |
| 69           | Mason  | 11           | 10           |
| 70           | Motor/Diesel Mechanic                              | 1            | 1            |
| 71           | Motor Mechanic                                     | 1            | 1            |
| 72           | Vulcaniser   | -            | -            |
| 73           | Panel Beater                                       | 1            | 1            |
| 74           | Plumber and Pipe Fitter                            | 2            | 2            |
| 75           | Tinsmith   | 1            | 1            |
| 76           | Stores Attendant                                   | 2            | 2            |
| 77           | Handy Worker (New)                                 | -            | -            |
| <b>TOTAL</b> |  | <b>1,415</b> | <b>1,465</b> |