



PRISON REFORMS

Five Year Plan (2021 - 2025)

"A Right Based Correctional System for a Safer Society"



DEPARTMENT OF PRISONS



PRISON REFORMS

(Five Year Plan)

2021 - 2025



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Preface

The Department of Prisons which possess more than 150 years of history and responsible for custody, care and corrections of prison inmates who are incarcerated by the judicial system of the country. Ensuring the social security is a vital role of this department. When performing the responsibilities, it is essential to be in line with the national and international standards. Right based approach is essential in prison reforms as it is the fundamental fact of Prison Administration.

In this context, the department of prisons has documented five-year action plan to facilitate for a better future prison system to ensure the custody, care and corrections of inmates and to meet accepted international standards. This five-year plan consists major 9 sectors to conduct reform process including prison overcrowding, Prison Management Reforms and upgrading Security Measures etc.

I strongly believe that reforming these areas will help to shape up the prison service for a better future.

Thushara Upuldeniya

Commissioner General of Prisons

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Prison Reforms In Sri Lanka

1. Introduction to Sri Lanka Prison System

A prison is a place where persons convicted by a court of law, are kept in custody .

In the 17th and 18th centuries in North America & Western European Countries, the courts commenced a method of punishment by imprisonment. The first prison according to this method was established in Britain in 1785. The restructuring and development of prisons during those centuries spread among most countries of the world during colonization.

The commencement and expansion of prison took place during Colonization under the British Empire. The British National Sir Fredrick North, who became the Governor of Sri Lanka, banned the thirty-two methods of punishment in 1802 which was prevalent at that time. By ordinance No.18 of 1844, Prisons in Sri Lanka and the related legislation were integrated while the setting up of Welikada Prison took place during this time. While through the Prison Ordinance No.10 of 1877, the prison system prevalent today in Sri Lanka was declared. All the prisons set up within Sri Lanka by this ordinance, came under the supervision and control of the Commissioner General of Prisons. In accordance with the timely requirements the Ordinance has been amended several times. Furthermore, the Prison Ordinance provides for prison subsidiary legislation, Departmental standing orders and Circulars. The Department of Prisons managed the prisons established by the aforementioned instruments.

The prisons setup in Sri Lanka function according to several structured methods. Accordingly, closed prisons, Open work camps, Open Prison camps, Correctional Center for Youthful offenders and a training school for youthful offenders are various means by which they function. The correction methods taking place within these prisons are different to each other, and the convicts are directed to each prison according to a certain classification of the prisoners. Taking in to account numerically, the Department of Prisons has four main prisons, eighteen remand prisons and ten open work camps, two open prison camps, two correctional centers for youth offenders and one training school for youth offenders. According to jurisdictions 23 lockups are in existence. The correction process used in these prisons differ from each other, the convicts are directed to them by a method of classification.

2. Prison Administration in Sri Lanka

The Department of prisons falls under the purview of the Ministry of Justice. All prisons setup throughout the island are managed and supervised by the central organization known as the Prison Headquarters. Its main official structure includes the Commissioner General of Prisons, Commissioners of Prisons and the Headquarters Superintendent. According to the statistics issued by Statistical Division in 2019, the staff in Uniform are 5296 and the civil staff amount is 242. According to the requirements of the Department the latter has obtained the services from 92 officers from combined services 6 officers from All Island services like (Administrative, Planning, Accountancy, Engineering etc.) and 34 officers from other Departments (Eg. Health). Hence the total number of officers in the Prison services amount to 5670

The Prison administration of each prison consist of Superintendent of Prisons, the Assistant Superintendent of Prisons, Medical officers, Chief Jailors, Jailors, Sergeants, Prison Guards, Nursing officers, Rehabilitation officers, Dispensers, store keepers, Technical officers, Drivers, Vocational Instructors, Agricultural Instructors according to the requirement of the each prison.

The training of all officers who have been directly recruited by the Department of Prisons is conducted by the Centre for Research and Training in Correction.

3. Data & Information of Sri Lanka

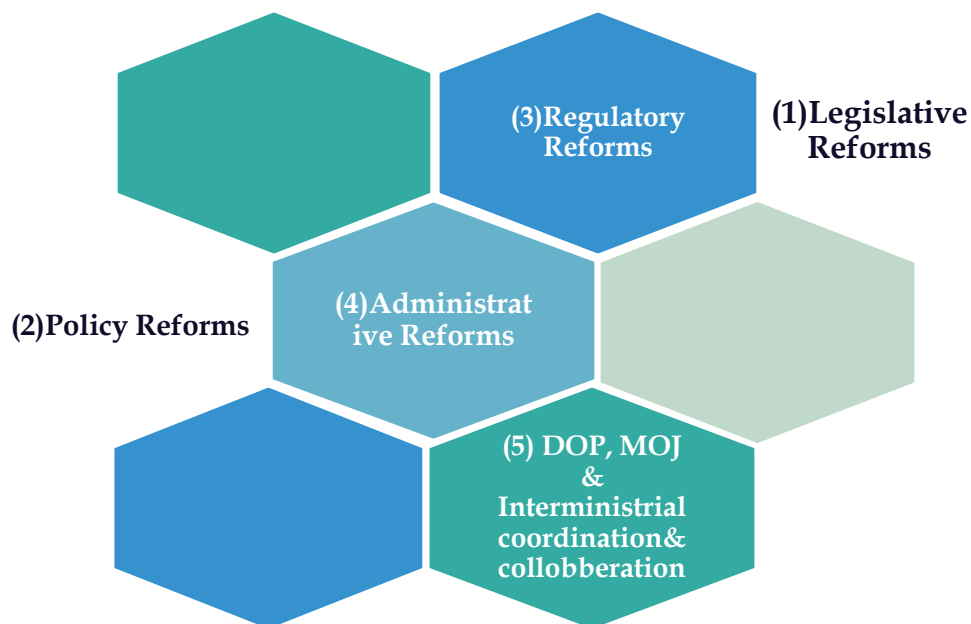
| | | | |
|---|--|--------|-----|
| Country | Sri Lanka | | |
| Ministry responsible | Ministry of Justice / State Ministry of Prison Reforms & Prisoners' Rehabilitation | | |
| Prison administration | Department of Prisons | | |
| Contact address | 150 Baseline Road, Colombo-9, Sri Lanka | | |
| Telephone | +94 11 4677177 | | |
| Fax | +94 11 4677180 | | |
| Website | http://www.prisons.gov.lk (link is external) | | |
| Email | prisons@sltnet.lk | | |
| Head of prison administration (and title) | Thushara Upuldeniya Commissioner General of Prisons | | |
| Prison population total (including pre-trial detainees / remand prisoners) | 25 110 <i>at 31.12.2019 (national prison administration)</i> | | |
| Prison population rate (per 100,000 of national population) | 115 <i>(Mid year 2019)</i> | | |
| Pre-trial detainees / remand prisoners (percentage of prison population) | 58.31% <i>(31.12.2019)</i> | | |
| Female prisoners (percentage of prison population) | 5.06% <i>(mid-2019)</i> | | |
| Juveniles / minors / young prisoners incl. definition (percentage of prison population) | 0.14% <i>(31.12.2019 - under 18)</i> | | |
| Foreign prisoners (percentage of prison population) | 1.4% <i>(mid-2018)</i> | | |
| Number of establishments / institutions | 60 <i>(2019 - 4 prisons, 18 remand prisons, 10 work camps, 2 open prison camps, 2 correctional centres for young offenders, 1 training centre for young offenders, 23 lock-ups)</i> | | |
| Official capacity of prison system | 11 762 <i>(31.12.2019)</i> | | |
| Occupancy level (based on official capacity) | 184.59% <i>(31.12.2019)</i> | | |
| Prison population trend (year, prison population total, prison population rate) | 2000 | 16,412 | 87 |
| | 2002 | 17,905 | 93 |
| | 2004 | 20,661 | 105 |
| | 2006 | 22,867 | 114 |
| | 2008 | 26,124 | 128 |
| | 2010 | 26,984 | 130 |
| | 2012 | 23,603 | 112 |
| | 2014 | 19,108 | 89 |
| | 2016 | 17,478 | 80 |
| | 2018 | 20,384 | 94 |

Source: Prison Statistics, Sri Lanka.

4. Necessity of Prison Reforms to Sri Lankan Prison System

The necessity of Prison reformation was identified and accepted as a government policy. Ministry of Prison Reforms & Rehabilitation was formed in 2009 according to that policy decision and initiated some reforms during that period. As the government priorities are changed time to time and the priorities were change accordingly. Therefore, prison reform process is still remain same.

There are five types of reforms identified and must address at each and every level of it to have a complete prison reforms in Sri Lanka.



Prisons run according to human rights principals are an integral part of justice system that maintains the rule of Law. Political will and administration able to deliver change & champions to support it are the three main strengths for successful & sustainable prison reform projects.

Prison reforms projects should be strategic and take account of criminal justice, social & political context. Some gives quick out comes. It gives credibility & the co-ordination with other reforming bodies will increase its impact as well.

The different elements of the criminal justice process are interconnected and interdependent. Prison reform therefore needs to be set within some understanding of the whole criminal justice system. Real prison reforms is likely to take several years.

5. Proposals in Brief for Prison Reforms

Introduction

Prison reforms have been identified as main concern in various jurisdictions in regional countries. Although the need for prison reform has been acknowledged in principle and has been active for many years, it can be seen that progress has been slow due to various reasons. Therefore, a plan should be drawn up to complete the reforms within five-years. It is important to identify the priority areas for prison reform and to identify existing international norms. To this end, it is appropriate to establish a service called the Sri Lanka Correctional Service to formalize the Department of Prisons, which is currently a department, and to comply with international norms.

Main international regulations and standards for prison administration

1. UN Standard Minimum Rules for the Treatment of Prisoners – *Nelson Mandela Rules*
2. UN Rules for the Treatment of Women Prisoners and Non – custodial Measures for Women Offenders with their Commentary – *Bangkok Rules*
3. United Nations Standard Minimum Rules for the Administration of Juvenile Justice – *The Beijing Rules*

6. Priority Areas for Prison Reforms

1. Dealing with prison overcrowding

Prison overcrowding is widespread throughout the world. Severe overcrowding can sometimes act as a trigger for prison reform because of public concerns about high death rate, riots or health problems.

There are a number of ways of dealing with prison overcrowding:

- Increasing the Prison capacity
- Reducing the number of prisoners
- Taking short term measures like amnesties and other early release schemes
- Making better use of the total space available in the prison system.
- Making better use of all the space in the overcrowded prisons.
- Improving the living conditions.

Reducing high level of imprisonment requires actions at many levels. The following actions can reduce the use of imprisonment:

- Reforming the criminal code to take some acts out of the scope of the criminal law.
- Reducing the use of detention for those awaiting trials.
- Creating new sentence framework with shorter imprisonment terms.
- Improving the functioning and credibility of existing alternative punishments and or introducing new alternative measures.
- Introducing early and conditional release mechanisms.

Recommended capacity of all prison institutions in Sri Lanka is 11,762 inmates. Around, 27,500 inmates have already been detained in prisons which is more than two times of the capacity. It is more than three times in Colombo and other main prisons. Prison overcrowding percentage in the prison system of the country is 173% which has resulted the depression among inmates and the rehabilitation mechanism has also been negatively affected.

There is number of reasons behind the prison overcrowding. Specially, the growth of the remand population is the main reason of the overcrowding. 19.3% out of total remand population has been remanded for less than 14 days and for minor offences. As well as, the gap between total remand population and convicted population in a year is very high. The ratio between convicted and remand population is 1:4 which reveals that the number of convictions

out of remand population is very low. Therefore, unnecessary remand population has been identified as one of the reasons for the overcrowding in prisons.

The prison population for minor offences is comparatively high. Inmates for less than one-month sentence on minor offences is 18.9% from total prison population. Majority of them are in prisons because of their failure to pay the fines. Also, 46.4% of convicted prisoners are incarcerated for dangerous drug offenses and 62.4% are incarcerated for drug related offenses. Therefore, prison congestion is also caused by the population being imprisoned for drug related offences.

The following strategies can be used to reduce this congestion.

I. Relocation of old prisons in urban areas and establishing new prisons in accordance with international standards. (Ex: Relocation of Tangalle Prison and Construction of Angunakolapelessa Prison)

II. Adopting alternative strategies to reduce the prison population unnecessarily remanded. Proper implementation of the existing Bail Act is very important in this regard. House arrest or area restrictions can be practiced as alternatives to imprisonments.

III. Introduction of alternative mechanisms for fine defaulters in prisons. Monthly installments payments method can be introduced without sending fine defaulters to the prisons.

IV. Alternative rehabilitation centers can be used to detain drug addicts instead of sending to prisons. These inmates should be undergone through a proper drug treatment program.

V. Strengthening the Department of Community Corrections to implement community-based rehabilitation as an alternative to imprisonment for minor offenses.

Prison systems in almost every part of the world face resource problems. Budgets are inadequate or not actually fulfilled the needs of the Prisons in Sri Lanka as well.

2. Prison Management Reforms

One of the most important reforms in prison reform is administrative reform. A survey conducted by the Ministry of Health in 2018 revealed that 33% of prison officers suffer from depression. Therefore, if the correctional officers are not in a good mental condition or if they are not doing the job satisfactorily, they will not be able to provide a quality service.

Also, due to the appointment of outsiders to the post of Commissioner General of Prisons when there are educated senior officers in the Prisons Department, the senior officers are doing their service without satisfaction and it has also affected the discipline of the department. Such appointments also contradict international standards and create an unsatisfactory environment among professional senior officers.

Therefore, following strategies can be used to address this issue.

I. Improving the professionalism of prison officers' duty can be considered as one of the main strategies. Approval of the Sri Lanka Correctional Service minute which has already been prepared for this purpose is needed. Many regional countries have established correctional services and professionalized their services. Ex. Singapore, Malaysia, Thailand, Indonesia and the Maldives.

The Special report of the Auditor General on the process of caring, Securing, rehabilitation & socialization of prisoners in 2018 emphasis the establishment of correctional service in Sri Lanka.

II. It is very important to ensure the opportunity to obtain the position of Commissioner General of Prisons for educated and experienced senior officers of the department. This Department as a disciplinary department, it is important to manage this department under a head of a department with knowledge and experience in prison management, correctional management, disciplinary control and security to keep the dignity of the service and to maintain good conduct and order.

III. The ranks in the Prisons Department consist of uniformed officers with a hierarchical order and it is very important to get timely promotions for job satisfaction. Some of the officers are retired from their firstly appointed ranks and this has led to a decrease in the job satisfaction of the officers. Therefore, a system should be established for promotions without delay.

IV. Providing uniforms and other concurrent privileges to maintain the dignity of those positions as they are uniformed service from the rank of Prison Guard to the rank of Commissioner General. Correctional Services in many countries have changed their uniforms and provided very attractive uniforms. Therefore, providing suitable uniforms to the officers for different duties is needed.

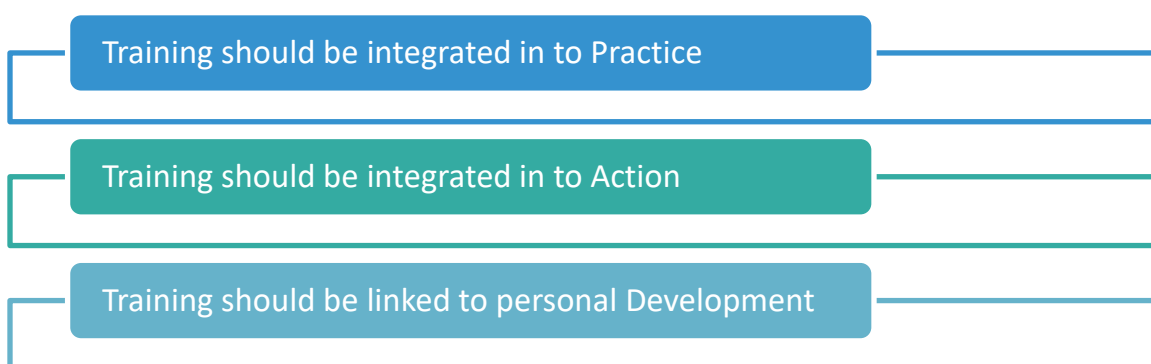
V. Adequate salary and service-related allowances should be given to officers of this service. This is very important to keep their dignity and to provide more effective service.

VI. Providing loan facilities and insurance facilities for the welfare of the officers. Taking steps to maintain the residential facilities, official quarters and office infrastructure of the prison officers at a better level.

3. Prison Officers Training

The two most important groups in prisons are the prisoners and the staff who deal with them. The key to a well-managed prison, which observes standards of decency and humanity for all, is the relationship between these two groups of people.

The prison staff are to carry out their important public service in a professional manner, they need to be carefully selected and properly trained.



Basically, prison officers are recruited externally on three occasions. Those who pass the GCE Ordinary Level will be recruited to the post of Prison Guard, those who pass the Advanced Level are recruited to the post of Class II Jailers and graduates to the post of Assistant Superintendent of Prisons. The training in these three instances is a great assistance to the officer in carrying out the day to day operations of the department properly and the department does not have a suitable training institute at present. There is a primary institution as a research and training center which is not sufficient to produce a fully-fledged Correctional Officer. Prison officers should be regularly trained to improve their professionalism and to take an effective service. As the existing training institute is not sufficient for this purpose, a Correctional Academy should be established. This will enable to create a fully-fledged professional correctional officer.

It is very important to provide higher education opportunities in the field of correction and related subjects, especially for executive grade officers who will be promoted to the rank Superintendents and Commissioners in the future to direct the Department.

Also, as a matter of urgency, prison executives and staff grade officers should be trained on prison security. This requires the assistance of the security forces and should be theoretical and practical. Prison officials should be trained to ensure the social security as the first priority.

The Confidence- building and capacity-developing approach is also essential for the staff.

There are a number of ways of encouraging prison staff and helping them to feel able to use their initiatives. In some countries there are schemes that reward prison staff for outstanding achievements or offer them overseas exposures to learn from other countries.

4.Amendment of the Prisons Ordinance

The current Prisons Ordinance is more than 100 years old and has a number of areas which are not covered by the Ordinance. Also, steps were taken to amend this Act many years ago and it has not been passed yet. Therefore, it is important to take steps to amend the Prisons Ordinance. Prison rules must also need to amend accordingly.

5. Upgrading Security Measures in Prisons

At present there are various issues regarding the prison's security. Security of prisons has been threatened, especially by the entry of drugs and mobile phones into prisons. It is possible to suffer the normal prisoners because of the dominance of various gangs in prisons.

Prison officials face threats from inmates suspected of organized crimes and drug trafficking which is a challenge to prison security. Ex: assassinate prison officers, attacks on buses, organized escapes from prisons and riots.

Therefore, the internal security as well as the external security of the prisons should be ensured. The commitment, training and knowledge of the prison officers are very important in this regard. Following measures are proposed to ensure the security in prisons.

I. Introduction of modern technology to minimize the entry of prohibited substances into prisons will facilitate for a systematic monitoring. (Mobile Jamming System, CCTV, Body Scanners, Parcel Scanners etc.)

II. In order to solve the security issues that arise in escorting of special categories of prisoners to courts, it is secured if courts halls could be established in the vicinity of the main prisons and extend the remand days at such places. Extending remand days through video technology could be practiced.

III. A separate unit which is responsible on prison security can be established. Nowadays, it is practically impossible to deploy a team of identified officers on outside security of prisons. Therefore, any team of officers in prisons is deployed on outside security during the day. This system has minimized the internal supervision capacity. It is also seen that the officers are reluctant to take actions against their close officers who engage in malpractices. Therefore, the use of a dual system (check & balance), as is the practice in many countries around the world, helps to secure the transparency. Further, special training sessions should be organized to the selected officers and steps should be taken to establish a security unit in each institution.

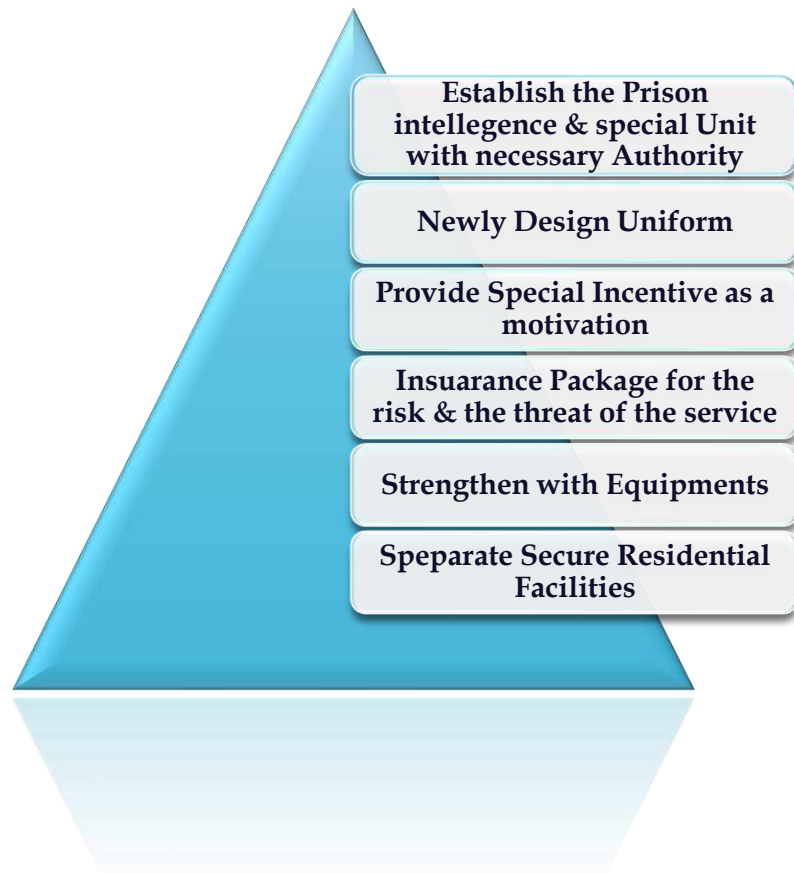
This security unit should be under the supervision of the Superintendent. The Commissioner of Intelligence and Security at Prison Headquarters should be responsible for directing and supervising the said unit. The officer in charge of security unit in each prison is responsible to the Superintendent of the security unit.

IV. Prison intelligence unit should be re-strengthened. Further, intelligence data should be collected and reported to the Commissioner General through Commissioner of Prisons and security measures have to be taken accordingly. This division has to collect and analyzed the

information of detainees as well as officers. It is important to keep in touch with other state intelligence agencies as the data on the activities of inmates and their links with people in the society is important to the security of the country.



Establish efficient Prison intelligence and special unit with necessary facilities



6. Improving Prison Health Care

Prison Populations contain an over-representation of members of most marginalized groups in society, people with poor health and chronic untreated conditions, mental health problems, the vulnerable and those who engage in activities with high health risks such as injecting drugs and commercial sex work. Women in prison are particularly vulnerable as they come in disproportionate numbers from backgrounds of violence and abuse.

The living conditions in most prisons of the world is unhealthy. Overcrowding, violence, lack of light and fresh air, poor food and infection spreading activities such as unprotected sex are common. Many prison systems have great difficulty dealing with infrastructure problems such as inadequate sewerage, that arises from many human beings confined in small space with inadequate sanitary facilities.

“Overcrowded Prisons with infected inmates and with poor hygiene & sanitation are dominant threat in the field of communicable diseases in the region. Prison Health must be priority”

-Statement from the 4th Baltic Sea States Summit on the Threat of communicable Diseases 2003-

Many prison systems fail to provide even the most basic health care. Doctors are not available. Medicine is scarce. Prison Hospitals are too overcrowded. Many prisoners are die in prison. Some die from natural causes and would have died whether imprisoned or not. But the deaths of many others are due to imprisonment itself. They die because of neglect of life-threatening conditions, inadequate and delayed treatments to them.

Providing health care to prison inmates is a government responsibility and a right of inmates. According to international law, detainees have every right to seek medical treatment for their illnesses, just as an outsider has. Therefore, it is very important to address the shortcomings that currently exist in prison hospitals and to ensure the inmate's right to access health facilities.

Specially, the majority of those incarcerated suffer from severe mental health problems and their mental health deteriorates as a result of physical illness. Therefore, it is very important for the administration in prisons to maintain their good physical and mental well-being while incarcerated.

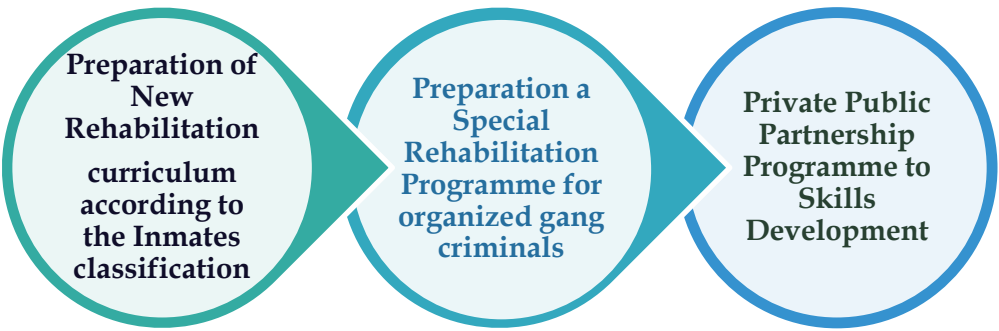
Addiction to drugs has also contributed to their deteriorating health. Due to these special circumstances, the health condition of prison inmates should be given special attention.

Healthcare of most countries provided by a specialist health services responsible to the prison administration called Correctional healthcare services. Reforming the delivery of Sri Lanka prison health care is therefore one of the most important aspect.



7. Offender Rehabilitation and Effective use of Labor Force

The main purpose of imprisonment is to keep the offender separated for social security and to reintegrate into society as a good citizen. Since rehabilitation is the main objective, the inmate must spend a significant period of time in prison to change his or her criminal behavior and participate in programs for spiritual development. At the same time vocational training will be provided and programs will be prepared to socialize the prisoner as a perfect human being.



At the same time, it is important to transform the open prison camps as rehabilitation centers and income generating institutions to the country by developing agriculture and industries through modern technological strategies.

Private sector intervention is also expected to rehabilitate and empower inmates. Further, providing opportunities for private sector to start industrial projects in prisons is similarly important, through which skilled labor will be utilized effectively.

About 62% of inmates are incarcerated for drugs related offences and a formal rehabilitation mechanism should be set up to rehabilitate them, especially there should have a proper mechanism to direct drugs addicts after they discharge.

8.Reforming Women's Prisons and Training Center for youthful Offenders

Women are convicted of crime is less often than men and the proportion of women in the world's prison is small. The imprisonment of women has become more common and the size of women's prison population increasing faster.

Because of the small number of women prisoners, women prisons are often a neglected corner of prison administration. Women are often held in converted unsuitable buildings with little space for exercises or other activities.

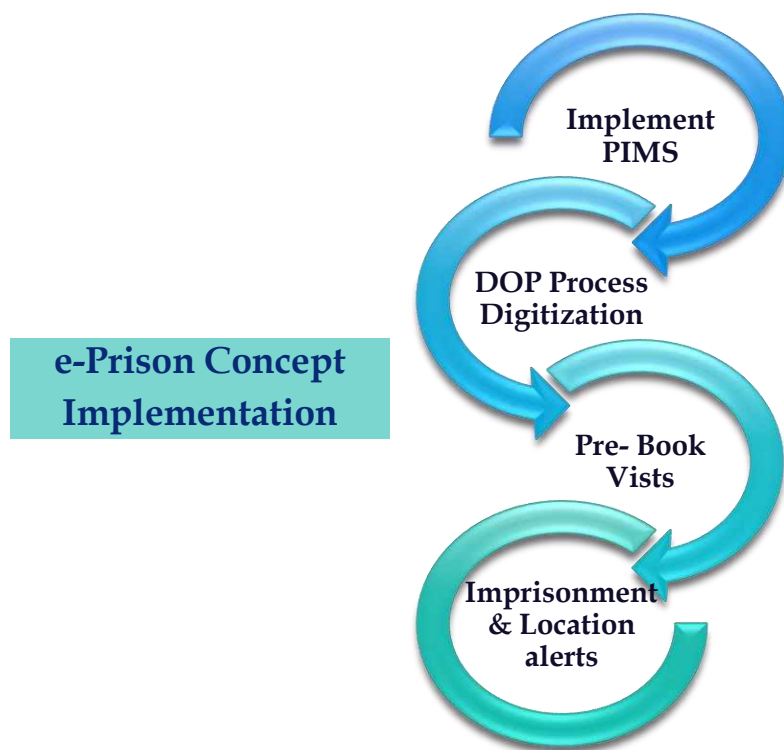
Development of these rehabilitation centers for women with equal opportunities in the rehabilitation process according to Bangkok Rules is needed.

Further, establishment of a training Institute for youthful offenders under the Department of Prisons in accordance with the Beijing rules to rehabilitate of juvenile offenders is important. Establishment of training institute for female youthful offenders will help to prevent gender discrimination.

9. Implementation of e-Prison Concept

Implementation of the Prison Information Management System, which has already completed its preliminary developments, in respective institutions and carry out the administrative work of inmates through this system from admission to release of a prison inmate. Pre-booked visits can be exercised for family visits. Electronic messaging system (SMS) can be implemented to inform family members when someone was imprisoned.

Installation of electronic security gates to improve the security conditions inside the prisons could be included in the future developments. Facilitation for courts and prisons to extend days through a communication system such as video conferencing without escorting detainees to courts. This will reduce congestion in the courts and will also have a positive effect on security.



7. Methodology of Implementation of Prison Reforms from 2021-2025

Therefore prison administration has identified that it is a must to identify some thrust areas where the reformation can take place in line with the National Policy Framework Vistas of Prosperity and Splendour, Sustainable Development Goals and the Department framework under the supervision of the Ministry of Justice, State Ministry of Prison Reforms and Prisoner's Rehabilitation and the guidance of The Presidential Task force to build a secure country, disciplined, virtuous & lawful society.

According to the National Policy Framework Vistas of Prosperity and Splendour; Under Chapter -09 it has identified to ensure a righteous disciplined and law-abiding Society through rule of law. Therefore, under the sub-sector of crime following activities were identified.

- Strengthen the Police by providing modern technical know-how for combating all kinds of crimes.
- Restructure the court system to complete all criminal cases in courts without delay.
- Establish a special regulatory mechanism to prevent political support for criminals.
- Establish a new advanced equipment and process to monitor criminals in prisons.
- Establish two fully fledged rehabilitation centers for first time prisoners and prisoners who have been jailed for small offences.
- Formulate a special programme of action to rehabilitate people who are returning to prisons in regular intervals.

Following six special Priorities were gazette under the State Ministry's preview

1. Initiate necessary actions along with the Presidential task force to eradicate the unlawful, harmful activities to the society.
2. Take necessary actions along with the Presidential task force to develop prison infrastructure.
3. Establish modern technological measures to monitor criminals inside the prisons.
4. In order to reduce the prison congestion; establish a mechanism to provide special pardon through review process other than to general amnesty policy.
5. Prepare a broad methodology to rehabilitate Prisoners.
6. Solve the officers and the carder management issues of Department of Prisons immediately.

Remand inmates as a proportion of overall prison population was the established one indicator under the sustainable development goal of Sri Lanka; and following goal and aim is to be achieved by the Department of Prisons along with MOJ.

Goal 16 –Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all level.

Target 16.3 – Promote the rule of law at the national and international levels and ensure equal access to justice for all.

In order to achieve the above-mentioned aims, priorities, goals along with the Prison reformation within a five-year time frame, targets are set for the indentified activities, projects & programmes with certain strategies.

Annual Action plans for the annual budget will be follows the 5-year plan categorized under certain thrust areas mentioned below. Accordingly, and systematically it is expected to complete the prison reform process successfully.

08. Five Year Action Plan for Implementaion of Prison Reforms (2021-2025)

Goal - 01 Minimize the Prison Over-crowding

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|--|--|--|---|---------------------|--------|----------|----------|----------|----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 1.1. Improve inmate's accomodation facilities according to the international standards. | 1.1.1.Overcrowded urban Prisons relocation programmes | 1.1.1.1.Colombo relocation programme | | | | | | | |
| | | <i>Relocation of Welikada closed Prison to Wanathawilluwa or any other suitable land</i> | No.of convicted inmates accommodate with international standards. | 50.00 | 75.00 | 600.00 | 100.00 | 1,200.00 | DOP |
| | | <i>Relocation of Colombo remand Prison to Pallansena.</i> | No. of remand inmates accommodate with international standards. | 50.00 | 600.00 | 1,000.00 | 1,200.00 | 900.00 | DOP |
| | | <i>Relocation of New Magazine Prison to Watereka .</i> | No. of remand inmates accommodate with international standards. | 75.00 | 600.00 | 1,000.00 | 1,200.00 | 875.00 | DOP |
| | | 1.1.1.2.Relocation of Bogrambara Prison to Dumbara, Pallekelle. | | | | | | | |
| | | <i>Completion of the balance work of Dumbara Prison at Pallekelle.</i> | % Completion of the entire project./ No. of remand & convicted inmates facilitated with accomodation. | 500.00 | 500.00 | 500.00 | 500.00 | 250.00 | DOP |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|-----------|---|---|---|---------------------|----------|----------|--------|------|----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| | | 1.1.1.3.Relocation of Trincomale Prison to Kappalthurei | | | | | | | |
| | | <i>Relocation of remand Prison Trincomale to Kappalthurei.</i> | % completion of the entire project./ No. of remand inmates facilitated with accomodation. | 400.00 | 500.00 | 250.00 | | | DOP |
| | | 1.1.1.4. Relocation of Matara Prison to Kotawilawatta. | | | | | | | |
| | | <i>Relocation of Remand Prison Matara to Kotawilawatta.</i> | % completion of the entire project./ No. of remand inmates facilitated with accomodation. | 600.00 | 1,000.00 | 1,000.00 | 350.00 | | DOP |
| | 1.1.2. Prison expansion projects | 1.1.2.1 Wariyapola Prison Expansion | | | | | | | |
| | | <i>Development of the existing Wariyapola Prison.</i> | No. of inmates / Officers occupied with accomodation. | 300.00 | 500.00 | 445.00 | | | DOP |
| | | 1.1.2.2. Construct semi permanent buildings for highly populated institutes as immediate measures - New Magazine, Kalutara,Negombo, Wariyapola, Pallansena | No. of buildings constructed./No. of inmates accommodate. | 85.00 | | | | | |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|---|---|--|---|---------------------|--------|--------|--------|--------|---------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| | 1.1.3.Rehabilitate the inmates convicted for consuming drugs in a separate rehabilitation centers under the Deapartment of Prisons. | 1.1.3.1. Establish a Drug Rehabilitaion Center. | | | | | | | |
| | | Construct a New Drug rehabilitation center at Weerawila adjoining to the OPC -Weerawila. | No.of inmates admit to rehabilitate to the newly construct drug rehabilitation center . | 50.00 | 500.00 | 600.00 | 600.00 | 250.00 | DOP |
| | | 1.1.3.2.Establish legal reforms to admit offenders those consume drugs to Weerawila or any other center by considering a test at government hospitals. | No.of inmates admit to rehabilitate to the newly construct drug rehabilitation center . | - | - | - | - | - | MOJ/DOP/ MOH/MOD |
| 1.2 Reduce the remand population by developing alternative to imprisonment with the coordination of other relavant agencies | 1.2.1. Effective Use of bail act. | 1.2.1.1. Report the data & information to MOJ on inmates detained long periods unable to fullfill the bail conditions | No. of inmates bailed out. | - | - | - | - | - | MOJ |
| | 1.2.2. House arrest as an alternative for remand. | 1.2.2.1. Submit the necessary data on remandees (Minor Offences) to the Ministry of Justice to conduct necessary legal reforms | No.of Admissions for minor matters. | - | - | - | - | - | MOJ |
| | 1.2.3. Introduce alternatives like area restrictions. | 1.2.3.1 Submit necessary reports MOJ to implement the necessary legal reforms. | No.of Admissions for minor matters. | - | - | - | - | - | MOJ |
| | 1.2.4.Reduce awaiting time of remandees pending Government Analysts reports | 1.2.4.1. Introduce a mechanism to expidite the Government Analysts report. | No.remandees awaiting for Government Analysts reports. | - | - | - | - | - | MOJ |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|--|---|---|--|---------------------|------|------|------|------|----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 1.3. Reduce the inmates population by introducing alternatives to minor offences | 1.3.1.Introduce some practical methods to pay fines such as monthly payment mechanism. | 1.3.1.1.Submit necessary reports MOJ to implement the necessary legal reforms. | No.of admissions for minor matters. | - | - | - | - | - | MOJ |
| | 1.3.2.Invite non government social service organizations to make necessary arrangements to pay fines of first time fine defaulters. | 1.3.2.1.Prepare necessary lists of inmates by concerning the amount & offence to arrange a programme. | No.of admissions for minor matters. | - | - | - | - | - | DOP |
| | 1.3.3.Strengthen the community based correction system. | 1.3.3.1.Submit necessary reports MOJ to implement the necessary legal reforms. | No. of admissions for minor matters./ No.of awareness programmes carried out in remands on CBC system. | - | - | - | - | - | MOJ/ DCBC |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|--|--|---|---|---------------------|------|------|------|------|--------------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Goal - 02 Prison Management Reforms | | | | | | | | | |
| 2.1. Professionalize the Correctional Service. | 2.1.1.Establish a Sri Lanka Correctional Services. | 2.1.1.1.Obtain necessary approvals for the already prepared Correctional Service Minute | Date of Approval granted for new service Minute. | - | - | - | - | - | DOP/MOJ/DM S/ SCC/PSC |
| | 2.1.2.Modified the uniforms according to the ranks & the services engaged accordnce with the parallel regional countries functioning as a correctional service. | 2.1.2.1.Obtain necessary approvals for the designed uniforms from the uniform committee. | Date of approval granted for newly designed uniforms. | - | - | - | - | - | DOP/MOD |
| | 2.1.3. Proposals for an attractive renumeration package and allowances for the correctional services officials to ensure their professional status with the responsibilities and the risks they udergo during the service. | 2.1.3.1.Preapare a Renumeration & allowance scheme by studying the parallel services and obtain the necssary approvals of the Salaries & Carder Commission. | Date of renumeration & allowances scheme recommended. | - | - | - | - | - | DOP/MPR&PR /MOJ/DMS/ SCC |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|--|--|---|---|---------------------|-------|--------|--------|--------|----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| | 2.1.4. Ensure the welfare of the officers along with credit facilities, health benefits & insurance schemes. | 2.1.4.1. Propose an officers welfare package covering the credit facilities, health benefits & insurance | Date of officers welfare package covering the credit facilities, health benefits & insurance prepared. | - | - | - | - | - | DOP |
| | 2.1.5. Establish a reward fund & scheme to motivate officers for their special performances/innovations. | 2.1.5.1. Obtain necessary approvals for the rewards fund & its criteria from the relevant authorities. | No. of officers offered with the rewards annually. | - | - | - | - | - | DOP |
| 2.2. Infrastructure Development for officials. | 2.2.1. Enhance the residential facilities (quarters, barracks) and the office infrastructure in order to maintain a quality life & provide a productive service. | 2.2.1.1. New construction/improvements to the existing residential/office infrastructure facilities. | No. of Identified works completed / % of utilization of allocation annually for officers facility improvements. | 15.00 | 15.00 | 15.00 | 15.00 | 15.00 | DOP |
| | 2.2.2. Relocation of Prison Headquarters inline with the Colombo relocation programme | 2.2.2.1. Construct/ established Prison Headquarters on a land or a building identified by UDA close proximity to Colombo. | No. of officers provided with office facilities in Prison Headquarters/Floor area allocated for the entire Headquarters | 100.00 | 25.00 | 600.00 | 400.00 | 375.00 | DOP/UDA |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|---|--|--|--|---------------------|--------|--------|--------|--------|----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Goal - 03 Capacity Enhancement of the Prison Officials.(Correctional Services & other Services attached to DOP) | | | | | | | | | |
| 3.1. Develop a training manual covering all aspects of local & overseas training needs. | 3.1.1.Capacity enhancement of the Prison officials as correctional officers like regional countries & the other combined services officials attached to the DOP. | 3.1.1.1.Obtain necessary approvals for the training manual preprepared & request annual budgetory allocations accordingly. | Amount of annual allocation granted according to the training manual. | 20.00 | 20.00 | 20.00 | 20.00 | 20.00 | DOP |
| 3.2. Develop / improve training Academy & a orientaion training center with modern training facilities. | 3.2.1.Relocation of CRTC inline with the Colombo relocation programme | 3.2.1.1.Establish a fully equipped modern correctional service training institute with residential facilities. (Academic training) in Mahara or a suitable land. | Time taken to complete the construction on new training academy / % completion of the construction/ % of utilization of funds. | 50.00 | 400.00 | 600.00 | 600.00 | 350.00 | DOP |
| | 3.2.2.Improve existing facilities at Angunukolapellessa prison as a Prison orientation training center. | 3.2.2.1.Establish a Fully equipped modern correctional service training institute (orientation trainings) in Angunakolapellessa | Cost incured to complete the establishment of correctional services orientaion training institutes with relavant facilities. | 5.00 | 5.00 | 1.00 | 1.00 | 1.00 | DOP |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|--|--|--|---|---------------------|------|------|------|------|----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 3.3. Conduct Continuous Training programmes in selected specific fields. | 3.3.1. Organized orientation training for the newly recruited & promoted officers -Prison Guards, Class 11 Jailors, Class II Rehabilitation officers & Class I Jailors, Sargents | 3.3.1.1. Conduct orientation training for the newly recruited & promoted officers. | No. officers trained in each batch. | - | - | - | - | - | DOP |
| | 3.3.2. Update officers knowledge & skills in specific fields. | 3.3.2.1. Conduct continuous Training such as fire arms, riot control, fire fighting and annual academic opportunities for higher education, Diplomas in specific fields. | No. of consultative committees held/ Time taken to prepare the relevant document/No. of plans prepared. | - | - | - | - | - | DOP |
| 3.4. Policy initiatives through technically identification of issues. | 3.4.1. Establish a research unit. | 3.4.1.1. Form a research unit under the CRTC. | No. of researches carried out. | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | DOP |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|---|--|--|---|---------------------|------|------|------|------|---------------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Goal - 04 Prison Regulatory Reforms | | | | | | | | | |
| 4.1.Update the Prison rules & regulations | 4.1.1.Update the Prison ordinance . | 4.1.1.1.Participate the consultative meetings at Ministerial, Parlimentary level prior to the approval of ammended Prison ordinance. | No. of meetings holds. | - | - | - | - | - | DOP/MOJ/ SL Pariliment |
| | | 4.1.1.2.Obtain approvals for the drafted Prison Oordinance from the Sri Lanka Parliment & publish it. | Date of approval granted for ammendments of the Prison ordinance. | - | - | - | - | - | DOP/MOJ |
| | 4.1.2.Update Prison rules according to the Prison ordinance. | 4.1.2.1.Prepare the drafts by appointing a committees along with the needs identification & its new suggestions. | No. of committee meetings hold to identify needs & new suggestions to Prison rules. | - | - | - | - | - | DOP/MOJ |
| | | 4.1.2.2.Review the drafts at different stakeholder levels and obtain necessary recommendations. | No. of meetings hold to review new Prison rules. | - | - | - | - | - | DOP/MOJ |
| | | 4.1.2.3.Obtain the necessary approvals for the Drafted Prison rules. | Date of Approval granted for ammendments of the Prison rules. | - | - | - | - | - | DOP/MOJ |
| | | 4.1.2.4.Publish the ammended version of Prison ordinance with rules. | No. of books printed. | 1.00 | 0.50 | - | - | - | DOP |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|---|--|---|--|---------------------|-------|-------|-------|-------|-------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Goal - 05 Strengthening the security measures of Prison Institutes. | | | | | | | | | |
| 5.1.Upgrade selected Prison institutes as high security Prisons. | 5.1.1.Strengthen the security measures of the identified institutes accroding to the needs. | 5.1.1.1.Upgrade the Boossa Prison special section enabling accomodation capacity up to 200 along with necessary high security measures. | No. of accomodation capacities developed with high security measures. | 50.00 | | | | | DOP & PTF |
| | 5.1.2.Strengthen the special escorts mechanism. | 5.1.2.1.Provide buses, backups & bikes for special escorts. | No. of backups, bikes ,buses procured. | 160.00 | 25.00 | | | | DOP/PTF |
| 5.2.Prevent entering contraband items to the Prison Institutes. | 5.2.1.Introduce New Technology to the Prison institutes for searching, monitoring mechanism. | 5.2.1.1.Introduce mobile phone jamming systems | No. of institutes established with mobile phone jamming systems . | 10.00 | 10.00 | | | | DOP & PTF |
| | | 5.2.1.2. Provide CCTV monitoring system. | No.institutes equipped with CCTV Facilities. | 75.00 | 25.00 | 25.00 | 25.00 | 25.00 | DOP & PTF |
| | | 5.2.1.3.Introduce body scanners. | No. of body scanners Procured. | 20.00 | 20.00 | 10.00 | 10.00 | 10.00 | DOP & PTF |
| | | 5.2.1.4.Introduce parcel scanners. | No. of parcel scanners procured. | 30.00 | 30.00 | 30.00 | 6.00 | | DOP & PTF |
| | | 5.2.1.5.Provide metal detectors & mobile phone detectors. | No. of metal detectors/mobile phone detectors purchased. | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | DOP |
| 5.3.Reduction of risk ,prohibit exchanging contraband items while escorting to the courts & establish a quality visit management. | 5.3.1.Introduce vedio conference system. | 5.3.1.1.Use vedio conference system to produce inmates before the courts. | No.of institutes provide with vedio conference system to conduct court procedures. | 25.00 | 25.00 | | | | PTF/DOP & MOJ/MOD |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|---|--|--|--|---------------------|------|------|------|------|---------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| | | 5.3.1.2.Introduce visitor's management system through video conference. | No. of institutes functions with newly introduced visits management through video conference system. | - | - | - | - | - | DOP |
| 5.4.Reformation of the existing Prison intelligence unit. | 5.4.1.Establish a Prison special unit for security (special escorts, riot control) | 5.4.1.1.Form the unit by recruiting necessary staff from ex-Army officials. | No. of officers appointed for the Prison special unit. | - | - | - | - | - | DOP/MPR&PR/MOJ |
| | 5.4.2.Establish a Prison intelligence unit designated to collect intelligence data & analyse the data & monitor the activities according to the reports. | 5.4.2.1.Strengthen & empower the Prison intelligence unit with necessary equipments, training on advanced new techniques. | No. of training programmes conducted/No. of spy cameras,recorders, mobile detectors procured. | 5.00 | 5.00 | 5.00 | - | - | DOP/MOD/PTF |
| | 5.4.3.Special Incentive for Prison intelligence & special unit officers. | 5.4.3.1.Obtain necessary approvals for proposed incentive for Prison intelligence & special unit officers as a motivation. | Date of approval granted for the proposal. | - | - | - | - | - | DOP/MPR&PR/MOD/ PTF |
| 5.5.Categorization of Prison institutes according to the security levels. | 5.5.1. Review existing category of Prison Institutes. | 5.5.1.1. Introduce new categorization to prison institutes & internal sections. | No. of Institutes in each category. | - | - | - | - | - | DOP |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|---|--|--|---|---------------------|-------|-------|-------|-------|---------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Goal - 06 Improving Inmates Healthcare facilities. | | | | | | | | | |
| 6.1.Improve the health infrastructure facilities in the Prison hospitals. | 6.1.1.Upgrade the facilities of the Prison hospitals | 6.1.1.1.Upgrade Colombo,Kandy,Angunukolapell essa Prison hospitals as three(03) Prison Base Hospitals with necessary facilities. | No. of Hospitals upgraded as Base by MOH. | - | - | - | - | - | DOP/MOJ/MPR &PR MOH |
| | | 6.1.1.2.Provide necessary equipments needed for Base hospital to each institutes. | Cost incurred to procure new equipments. | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | DOP/MOH |
| | | 6.1.1.3.Establish emergency treatment /accident services with necessary facilities. | No.of Inmates treat at the new establish services. | 10.00 | 10.00 | | | | DOP/MOH/MP R&PR |
| | | 6.1.1.4.Establish dengue ward with necessary equipments. | No. Inmates dignosis with DF/DHF and treated at the unit. | 5.00 | 5.00 | - | - | - | DOP/MOH |
| | | 6.1.1.5. Improvements to existing Buildings. | Cost incurred to improvement existing buildings. | 5.00 | 5.00 | 5.00 | 2.50 | 2.50 | DOP |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|--|--|--|---|---------------------|------|------|------|------|--------------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 6.2.Strengthen the Health care services . | 6.2.1.Uplift the services provided by the PH. | 6.2.1.1.Filling the existing carder positions. | No. of vacancies filled. | - | - | - | - | - | DOP/MPR&PR/MOH |
| | | 6.2.1.2. create new carder positions inline with the new service enhancements as Base Hospitals. | No. of positions created. | - | - | - | - | - | DOP/MOH/MPR&PR/ MOJ/ DMS |
| | | 6.2.1.3. Conduct special clinics at PH by attaching a permanent Physician, Psychatrist, attaching Cardiologist once a week. | No. of special clinics held monthly at PH. | - | - | - | - | - | MPR&PR/MOH |
| | | 6.2.1.4. Conduct healthy life style clinics at Prisons. | No. of inmates screened /No. of inmates diagnosis with NCD's | - | - | - | - | - | DOP/MOH |
| | | 6.2.1.5. Maintain health records. | No. of records in the PHIS | - | - | - | - | - | DOP/MOH |
| | | 6.2.1.6. Practice telemedicine system in Prison hospital. | No. of inmates screened through telemedicine system | 5.00 | | | | | DOP/MOH |
| | | 6.2.1.7. Estalish drug addicts treatment centers by utilizing Rural or Peripheral Units. | No. of Inmates treated at specially designed treatment centers. | - | - | - | - | - | DOP/MOH/MPR&PR |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|--|---|---|--|---------------------|------|------|------|------|----------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 6.3. Reducing transmission of infectious diseases. | 6.3.1. Recruit Public health inspectors to Prison institutes. | 6.3.1.1. Create carder positions for 30 PHII & recruit it with coordination MOH. | No. of PHII recruited. | - | - | - | - | - | DOP/MOH/ MOJ/ DMS |
| 6.4. Improve the training opportunities & the residential facilities of prison health staff. | 6.4.1. Aware Prison health staff on prison rules & regulations, exposure to regional correctional health services opportunities & facilities. | 6.4.1.1. Provide necessary trainings/ regional exposures. | No. of health staff undergo training annually. | - | - | - | - | - | DOP |
| | | 6.4.1.2. Provide essential facilities like quarters. | No. of officers provided with residential facilities. | - | - | - | - | - | DOP |
| 6.5. Educate Prison staff & inmates on health risks & infections. | 6.5.1. Organize trainings with the coordination of MOH. | 6.5.1.1. Conduct awareness programmes | No. of inmates/ Prison officers participated. | - | - | - | - | - | DOP/MOH |
| 6.6. Reduce the stress or mental illness of inmates. | 6.6.1. Identify the inmates through counselling with the help of resource personnels from NIMH | 6.6.1.1. Conduct counselling programmes to identify the necessary inmates for treatments. | No. of Inmates identified/No. of inmates direct to treatments. | - | - | - | - | - | DOP/MOH |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|--|--|---|---|---------------------|------|------|------|------|----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Goal - 07 Strengthen the Offender Rehabilitation process & utilize labour Force effectively. | | | | | | | | | |
| 7.1.Develop a comprehensive unique rehabilitation curriculm using modern concepts, techniques according to the types of inmates. | 7.1.1.Design a rehabilitation curriculum covering up areas like introductory class, religeous,spiritual,cultural,co unselling,performing & entertaing arts,education,sports,physico therapy ,health etc with the ability to assess its impact. | 7.1.1.1.Conduct consultative meetings with resource personnels from different sectors & draft the curriculum & obtain the approval. | No. of rehabilitaion Curriculms distributed to the Prison institutes. | - | - | - | - | - | DOP/MPR&PR |
| | | 7.1.1.2.Preapare an assesment mechanism to evaluvate the level of rehabilitation of the inmates individually. | No. of Inmates undergo assesment Monthly. | - | - | - | - | - | DOP |
| | | 7.1.1.3.Conduct rehabilitaion programmes according to the rehabilitaion plan. | No. of Rehabilitation Programmes conducted at Institution level. | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | DOP |
| | | 7.1.1.4.Establish inmates' annual performance appraisal mechanism. | No. of Inmates appraised anually. | - | - | - | - | - | DOP |
| | | 7.1.1.5.Separate drug addicts & transfer them to Weerawila . | No. of inmates transferred & treated at the two prison traetment centers. | - | - | - | - | - | DOP |
| | 7.1.2. Specifically address the criminal behaviour in the rehabilitaion process. | 7.1.2.1. Separate & classify the inmates. | No. of inmates in the each category. | - | - | - | - | - | DOP |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|--|---|--|--|---------------------|-------|------|------|------|----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 7.2. Develop a specially design case study based rehabilitation programmes for organized gang criminals. | 7.2.1. Consult Sociologists, Phsycologists, Co uncellers, Educationalists, etc to design a special programme with the case study analysis. | 7.2.1.1. Conduct consultative meetings, Preparation of a draft with followup mechanism, obtain the approvals | No. of case studies Identified/No. of programmes conducted. | - | - | - | - | - | DOP/MPR&PR |
| 7.3. Development of skills of the inmates & create market oriented industries & labour force. | 7.3.1. Improve the industrial sections at Institute level inline with market demand & the Governmet policy of domestic industry uplifment. | 7.3.1.1. Initiate modern Prison industrial sections & items in par with market demand. eg handloom, batik, office furniture, leather, clay products etc. | No. of new industries established at Institute level/ Income raised from new initiatives. | 15.00 | 15.00 | 5.00 | 5.00 | 5.00 | DOP |
| | 7.3.2. Introduce modern agricultural techniques, high yeild economical crops to the Prison agriculture fields & utilized agricultural lands productively. | 7.3.2.1. Introduce drip, sprinkler irrigation systems, green houses & high yeild crop varities including vegetables, spices, furites & medicinal crops. | Income raised from prison agriculture sector | 25.00 | 15.00 | 5.00 | 5.00 | 5.00 | DOP |
| | 7.3.3. Invite Private sector for PPP Projects. | 7.3.3.1. Employee inmates for upgrade their skills in private sector institutes. | No. of Inmates Qualified with NVQ Levels/No. of Inmates engage in jobs while imprionment.. | - | - | - | - | - | DOP |
| | 7.3.4. Introduce new wages, grading system to inmates according to their skill level & a colour code with badges to their seniority. | 7.3.4.1. Obtain necessary approval & implement it islandwide institutes. | No. of Inmates at each gradings per institutes. | - | - | - | - | - | DOP |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|--|---|---|---|---------------------|-------|------|------|------|----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 7.4. Built a skillful Prison labour force. | 7.4.1. Establish Prison vocational training centers with the colloboration of VTA, NAITA, Technical colleges. | 7.4.1.1. Establish Prison vocational training centers at Welikada, Dumbara, Pallekelle, Mahara & Angunukolapellesa | No. of centers eablished. | 25.00 | 15.00 | 5.00 | 5.00 | | DOP |
| 7.5.Improve inmates & its families welfare | 7.5.1. Re- indtroduce the periodical amnesty measures & regularize its fuctions. | 7.5.1.1. Increase the no.of licence/ home leave boards. | No. of boards held per year. | - | - | - | - | - | DOP |
| | | 7.5.1.2. Re- introduce the four years review committee for the release of Long term inmates & initiate camp pardon mechanism for those who serve the end of sentence. | No. of committes hold./ No. of inmates recommended. | - | - | - | - | - | DOP |
| | | 7.5.1.3. Increase the No. of long term inmate release committees to release long term, condemn & life inmates. | No. of committes Hold./ No. of inmates recommended. | - | - | - | - | - | DOP |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|-----------|--|---|--|---------------------|------|------|------|------|----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| | 7.5.2. Uplift inmates facilities | 7.5.2.1. Establish welfare sales outlets enabling inmates to buy goods & foods according to the financial deposits made by the family. | No. of welfare sales outlets established with the facility. | - | - | - | - | - | DOP |
| | | 7.5.2.2. Facilitate inmates wards with television, radio & internal addressing facility at institutional level. | No. of wards facilitated with entertainment facilities at institute level. | 1.00 | 1.00 | 1.00 | | | DOP |
| | | 7.5.2.3. Facilitate the legal aids facility. | No. of inmates use the legal aids facility. | - | - | - | - | - | DOP |
| | | 7.5.2.4. Separate storing area for inmates personnel items. | No. of Prisons with storage facilities for inmates. | 5.00 | 5.00 | 5.00 | | | DOP |
| | | 7.5.2.5. Ensure the cleanliness of the kitchen & preparation of food by a cook. | No. of cooks appointed. | - | - | - | - | - | DOP |
| | | 7.5.2.6. Ensure communication facilities of local & foreign inmates with their family, lawyer & embassy. | No. of institutes established with communication system. | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | DOP |
| | 7.5.3. Strengthen after care programme & welfare of inmates families. | 7.5.3.1. Provide vocational aids for inmates according to the skills & conduct followup visits by rehabilitaion officers. | No. of inmates facilitate with vocational aids./ No. of Inmates are undergoing followup. | - | - | - | - | - | DOP |
| | | 7.5.3.2. PPP for Inmates family welfare. | No. of family welfare programmes conducted/ No. of beneficiaries. | - | - | - | - | - | DOP |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|--|--|--|---|---------------------|-------|-------|------|------|----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Goal - 08 Reforming Women’s Prisons and Training Center for youthful Offenders | | | | | | | | | |
| 8.1.Develop female sections in each Prisons. | 8.1.1.Improve the accomodation accordance with the intenational standards. | 8.1.1.1. Building repairs identified & completed annually. | Expenditure incurred to maintenance & repairs at Female Sections. | 15.00 | 15.00 | 5.00 | 5.00 | 5.00 | DOP |
| | 8.1.2. Ensure the sanitation & hygenic facilities. | 8.1.2.1. Provide necessary sanitary & hygenic essentials. | Cost incured to procure sanitary & hygenic consumables. | - | - | - | - | - | DOP |
| | 8.1.3.Provide total care for the infants & children with female inmates. | 8.1.3.1. Provide food,nutrition, clothes, accomodation & early childhood development to children &infants with female inmates. | No.of programmes conducted/Cost incurred for the facilities improved | - | - | - | - | - | DOP |
| | 8.1.4. Establish fully equipped Female vocational Training centers at Bogambara, Angunukolapellessa & Colombo. | 8.1.4.1. Improvements/construct a vocational training centers for identified skills like beauticulture ,bakery items, sewing, handloom, batik,ornaments, etc. with necessary equipments. | No. of vocational centers established /No.of courses conducted/ .No. of inmates participated. | - | - | - | - | - | DOP |
| 8.2. Special attention for youthful female offenders. | 8.2.1. Separate institute for youthful female offenders. | 8.2.1.1. Provide accomodation & rehabilitaion facilities for youthful female inmates. | No. of female youthful offenders accomodated. | 15.00 | 15.00 | 15.00 | | | DOP |
| 8.3.Improve the standards and rehabilitaion programmes for youthful offenders | 8.3.1. Relocate the Suneetha school at Watereka. | 8.3.1.1. Relocate the Prison school to Ambepussa. | No. of students enrolled. | 15.00 | | | | | DOP |
| | 8.3.2. Empower youthful offenders act . | 8.3.2.1. Improve the rehabilitaion curriculum for the youthful offenders ensuring the skills development. | No. of youthful offenders rehabilitated. | 10.00 | | | | | DOP |

| Objective | Strategies | Actions/Activities | Key Performance Indicators | Budget Rs. Millions | | | | | Responsibility |
|--|---|---|---|---------------------|-------|------|------|------|------------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Goal - 09 Implementation of e-Prison Concept | | | | | | | | | |
| 9.1. Digitize the inmates records from admission to release. | 9.1.1.Implement Prisoner's information management system. | 9.1.1.1. Identify the weakneses of the already established system & implement at institution level. | No. of institutes implementing PIMS. | 10.00 | | | | | DOP/ICTA/ SW DEVELOPER |
| | | 9.1.1.2. Network of 13 Prisons institutes. | No. of institutes networked. | 50.00 | 45.00 | | | | DOP |
| | | 9.1.1.3. Modifications to the Existing system. | No. of modifications implemented. | 50.00 | 45.00 | 5.00 | 5.00 | 5.00 | DOP |
| 9.2.Process digitization at DOP level. | 9.2.1.Implement systems to enhace day to day office work. | 9.2.1.1. Implement Commissioner Generals public day management system. | No. of visitors manage per week through system. | - | - | - | - | - | DOP |
| | | 9.2.1.2. Implement a system for engineering division to accelerate the improvemnts works. | No. of estimates prepared using the system. | - | - | - | - | - | DOP |
| | | 9.2.1.3. Implement a system to daily update the basic Inmates statisticts for the statistical division. | No. of inmates information reports prepared using the system. | - | - | - | - | - | DOP |
| | | 9.2.1.4. Implement a monthly online progress monitoring system. | No.of reports prepared using online system. | - | - | - | - | - | DOP |
| | | 9.2.1.5. Implement a human resource information system. | No.of reports prepared using HRIS. | - | - | - | - | - | DOP |
| 9.3.Provide efficient service for the inmates families. | 9.3.1. Modification of PIMS with pre-book visits & imprisonment & location alert to inmates family. | 9.3.1.1. Establish a pre-book visit system & imprisonment and location alert system for inmates family. | No. of beneficiaries use the system modification. | - | - | - | - | - | DOP/ICTA/ SW DEVELOPER |

09. Agency Results Frame Work 2021-2025

Trust Area -1 Improvement of Inmates Facilities .

| Key Performance Indicators (KPIs) | Units o f Measurement | Baseline Year | Baseline Value | Targets | | | | | Remarks |
|---|-----------------------|---------------|----------------|---------|------|------|------|------|---------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Goal -01 Minimize the Prison Over-crowding | | | | | | | | | |
| No. of Prisons relocated. | Number | 2020 | 2 | – | – | – | 1 | 2 | |
| No. of Prisons expanded. | Number | 2020 | – | – | – | 1 | – | – | |
| No. of Prisons with additional new wards. | Number | 2020 | – | 4 | 1 | – | – | – | |
| No. of drug rehabilitation centeres established. | Number | 2020 | 1 | – | 1 | – | – | – | |
| Goal -02 Improving Inmates Healthcare facilities. | | | | | | | | | |
| No.of Prisons hospitals upgrade up to base hospital levels | Number | 2020 | – | 1 | 1 | 1 | – | – | |
| No. of Institutes functioning with Healthy Life style clinics | Number | 2020 | 1 | 5 | 5 | 5 | – | – | |
| % Of annual allocation allocated for the health infrastructure improvements. | Percentage | 2020 | 1 | 5 | 5 | 5 | 5 | 5 | |
| Goal -07 Strengthen the Offender Rehabilitation process & utilize labour Force effectively. | | | | | | | | | |
| Number of Prison vocational training centers established | Number | 2020 | 1 | 1 | 2 | 2 | – | – | |
| No. of Prison institutes established with welfare outlets. | Number | 2020 | 3 | 5 | 5 | 5 | – | – | |

| Key Performance Indicators (KPIs) | Units o f Measurement | Baseline Year | Baseline Value | Targets | | | | | Remarks |
|---|-----------------------|---------------|----------------|---------|------|------|------|------|---------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| No. of Prisons introduced special storing area for inmates. | Number | 2020 | – | 3 | 5 | 5 | 2 | 2 | |
| No. of Prisons introduced communication facility to inmates. | Number | 2020 | 1 | 5 | 5 | 5 | 5 | 5 | |
| No. of inmates undergo newly designed rehabilitation curriculum | Number | 2020 | – | 1000 | 1250 | 1750 | 2250 | 3000 | |
| No. of inmates assessed by the Rehabilitation officers | Number | 2020 | – | 500 | 750 | 1000 | 1250 | 2000 | |
| No of inmates provided with vocational aids. | Number | 2019 | 49 | 75 | 100 | 125 | 150 | 175 | |
| Goal -08 Reforming Women's Prisons and Training Center for youthful Offenders | | | | | | | | | |
| % Of annual allocation allocated for women's prisons infrastructure improvements. | Percentage | 2020 | 0.5 | 1 | 1 | 2 | 2 | 2 | |
| Number of female vocational training centers established | Number | 2020 | – | 1 | 1 | 1 | | | |
| Number of programmes carried out monthly for children's or infant's welfare with female inmates. | Number | 2020 | 2 | 4 | 4 | 4 | 4 | 4 | |
| Goal -09 Implementation of e-Prison Concept | | | | | | | | | |
| No.of Prisons institutes functioning with pre-booked visit facility & location alert notification system. | Number | 2020 | – | – | 15 | 13 | 4 | | |

| Key Performance Indicators (KPIs) | Units o f Measurement | Baseline Year | Baseline Value | Targets | | | | | Remarks |
|---|-----------------------|---------------|----------------|---------|------|------|------|------|---------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Trust Area -2 Human resource development. | | | | | | | | | |
| Goal - 03 Capacity Enhancement of the Prison Officials.(Correctional Services & other Services attached to DOP) | | | | | | | | | |
| % Of annual allocation allocated for capacity building of officers. | Percentage | 2019 | 0.8 | 2 | 2 | 5 | 5 | 5 | |
| No. of officers provided with higher educational facilities annually. | Number | 2019 | 77 | 100 | 150 | 200 | 225 | 250 | |
| No. of officers received the overseas training oppurtunities annually. | Number | 2019 | 5 | 10 | 20 | 30 | 40 | 50 | |
| No.of officers received the local training oppurtunities annually. | Number | 2019 | 1500 | 2500 | 2750 | 3000 | 3250 | 3500 | |
| Annual allocation allocated for improvements of residential facilities of officers. | Millions | 2020 | 2.5 | 5 | 7.5 | 7.5 | 7.5 | 8.5 | |
| No of officers annually rewarded. | Number | 2020 | – | 25 | 50 | 75 | 75 | 100 | |
| Goal - 02 Prison Management Reforms | | | | | | | | | |
| No.of training centers established.(Academic & Orientation) | Number | 2020 | 1 | 1 | – | – | – | 1 | |
| Time taken for approvals to the correctional service minute | Months | 2020 | – | 12 | – | – | – | – | |
| Time taken for approvals to the uniforms designed | Months | 2020 | – | 6 | – | – | – | – | |
| No. of officers recruited. | Number | 2019 | 60 | 750 | 100 | 100 | 100 | 100 | |

| Key Performance Indicators (KPIs) | Units o f Measurement | Baseline Year | Baseline Value | Targets | | | | | Remarks |
|--|-----------------------|---------------|----------------|-------------|------|------|------|------|---------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| Trust Area -3 Strengthening the security measures of Prison Institutes | | | | | | | | | |
| Goal - 05 Strengthening the security measures of Prison Institutes. | | | | | | | | | |
| No. of cells established in Boosa with high security measures. | Number | 2020 | 46 | 154 | – | – | – | – | |
| No. of Buses, Backups & Motor Bikes Procured. | Number | 2020 | – | Buses-05 | – | – | – | – | |
| | | | | Backups -10 | | | | | |
| | | | | Bikes -06 | | | | | |
| No. of institutes provide with Jamming system. | Number | 2020 | 2 | 4 | 6 | 6 | – | – | |
| No. of institutes equipped with CCTV monitoring system. | Number | 2020 | 3 | 6 | 6 | 3 | – | – | |
| No. of institutes equipped with body scanners. | Number | 2020 | 4 | 2 | 2 | 2 | 2 | – | |
| No. of institutes equipped with parcel scanners. | Number | 2020 | 6 | 2 | 2 | 2 | 2 | 2 | |
| No. of metal detectors procured. | Number | 2020 | – | 50 | 50 | – | – | – | |
| No. of institutes functioning with vedio conference facilities | Number | 2020 | – | 4 | 4 | 4 | 4 | 2 | |
| No. of officers recruited for the security unit. | Number | 2020 | – | 100 | – | – | – | – | |
| No. of institutes at each security level according to the new categorization | Number | 2020 | 60* | ** | – | – | – | – | |

* According to the current classification there are 60 institutes . wish to re-categorize in 2021 according to the security levels.

Pls Note that above set targets acheivements based on the budget availability & the time taken to grant the necessary approvals.

10. List of Abbreviations

| | | | |
|-------|---|---------|--|
| UN- | United Nations | SL- | Sri Lanka |
| GCE- | General Certificate of Education | PTF- | Presidential Task Force |
| CCTV- | Closed Circuit Television | PH- | Prison Hospital |
| SMS- | Short Message Service | PHII- | Public Health Inspectors |
| PIMS- | Prisoner's Information Management System | DF/DHF- | Dengue Fever/Dengue Hemorogic Fever |
| DOP- | Department of Prisons | MOH- | Ministry of Health |
| OPC- | Open Prison Camps | NCD- | Non Communicable Disease |
| MOJ- | Ministry of Justice | NIMH- | National Institute of Mental Health |
| CBC- | Community Base Correction | NVQ- | National Vocational Qualification |
| DMS- | Department of Management Services | PPP- | Private Public Partnership |
| SCC- | Salaries & Carder Commission | VTA- | Vocational Training Authority |
| PSC- | Public Services Commission | NAITA- | National Apprentice and Industrial Training Authority |
| MOD- | Ministry of Defence | ICTA- | Institute of communication Technological Agency |
| UDA- | Urban Development Authority | SW- | Software |
| CRTC- | Center for research Training & Correction | HRIS- | Human Resource Information System |
| DCBC- | Department of Community Base Correction | MPR&PR | Ministry of Prison Reforms & Prisoner's Rehabilitation |

11. Prison Reforms Implementaion Plan (2021-2025)

Committee Members

| | |
|-------------------------------|--|
| 1. Thushara Upuldeniya | Commissioner General of Prisons |
| 2. Chandana Ekanayake | Commissioner of Prisons (Administraion, Rehabilitaion & skills development) |
| 3. Maleen Liyanage | Commissioner of Prisons (Industry) |
| 4. Thusitha Uduwara | Commissioner of Prisons (Operations & Intelligence) |
| 5. Daminda Bandara | Director (Engineer) |
| 6. Anuradha Rajasinghe | Commissioner Prisons (Finance) |
| 7. Sunil Kodittuwakku | Commissioner Prisons (Supplies) |
| 8. Dr. Heamantha Ranasinghe | Deputy Director (Health) |
| 9. Kanchanamala Mahathanthila | Deputy Director (Planning) |
| 10. Ajith Basnayake | Supirintendent of Prisons (Training) |
| 11. Lasantha Gunarathne | Assistant Director (Information Communication Technology) |
| 12. Prasad Premathilaka | Assistant Supirintendent of Prisons (Intelligence Unit) |

