



MALAWI PRISONS SERVICE

STRATEGIC PLAN – 2015 TO 2020

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FOREWORD

This document sets out a five year Strategic Plan for how the Malawi Prisons Service will enhance its services in the country. This plan provides a clear framework of how MPS will be contributing towards public safety and a just and peaceful society in Malawi. This plan has outlined a series of activities to be undertaken, which are multifaceted in nature, as they revolve around various disciplines such as health, education, agriculture, social and legal aspects. Thus, this necessitates having a workforce that is knowledgeable in these areas and is committed to this work. I have to appeal to all employees of Malawi Prisons Service to embody the values that are stipulated in this strategic plan. As prison staff, we need to serve with excellence, professionalism, transparency and accountability, and in a caring manner.

Prisoners are also human beings with constitutional rights and these have to be respected within the prison system. This strategic plan has outlined activities that are in-line with improvement of the well-being of prisoners, but also their intellectual and technical skills through formal education and workshops in Malawi prisons. The acquisition of skills will enable prisoners to be independent and productive members of society once they are released. Spiritual growth, psycho-social support and self-correcting interventions are also part of the services to be offered to inmates. All these would help to create a new person in them. More importantly, community reintegration efforts have been included to make sure that offenders are easily linked with their respective communities at the end of their prison sentence.

I, therefore, appeal to all staff at MPS and key stakeholders, including Ministry of Home Affairs, to work closely and tirelessly to ensure that this strategic plan is executed and yields positive results. This will help to make Malawi a safer place to live in.

Hon. Dr. Jean Kalilani (MP)

Minister of Home Affairs and Internal Security

STATEMENT

Malawi Prisons Service was established to ensure existence of public safety and this informs our everyday undertakings. We work across departments internally, but also externally with various stakeholders such as the Malawi Police, the Judiciary, Immigration Department and so on, to address the complex nature of the justice and correctional services. We know that we cannot achieve this alone, but rather through working hand in hand with our key partners and the public in general. As such, we will continue working with all government, civil society organization, businesses and members of the public, in delivering our services.

This strategic plan is vital for MPS to move forward with a clear mission and vision, which is in-line with the Democratic Governance Sector Strategy. This plan reaffirms our commitment to justice, professionalism and excellence in our work as MPS. We have outlined six main goals which we seek to pursue and accomplish within the specified timeframe. Achievement of these goals within five years will make a difference in the lives of the inmates, prison staff and the general public in Malawi. Our focus will remain to be security, safety, rehabilitation, development and social re-integration.

Dr. Little Ntengano

Chief Commissioner of Prisons

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ABBREVIATIONS

DGP	Democratic Governance Programme
DGSS	Democratic Governance Sector Strategy
EU	European Union
MEC	Malawi Electoral Commission
MHRC	Malawi Human Rights Commission
MIM	Malawi Institute of Management
MoJCA	Ministry of Justice and Constitutional Affairs
NRB	National Registration Bureau
PASI	Paralegal Advisory Service Institute
PESTEL	Political, Economic, Social, Technology, Environment and Legal
SWOT	Strength, Weakness, Threat and Opportunity
UNDP	United Nations Development Programme

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1.0 INTRODUCTION

1.1 Background

The criminal justice system is one of the key aspects of the democratic governance sector in Malawi, in which the Malawi Prisons Service is one of the key institutions. Institutions in this sector work to achieve improved justice delivery, rule of law, internal security and human rights. The sector also pursues goals that are aligned with the Malawi Growth and Development Strategy of 2011 – 2016 (MDGS II), which is the foundation for poverty reduction and sustainable development agenda for Malawi (DGSS, 2012).

As one of the key stakeholders in the justice system and the democratic governance sector, Malawi Prisons Service is required to pursue its mandate by undertaking activities that conform to the strategy of this sector, which is spelt out in the Democratic Governance Sector Strategy of 2013 – 2017. This ensures that each stakeholder's undertakings are in accordance to one common vision, mission, goal or strategies. As it is well known, where there is no common vision, goal or objectives, stakeholders pursue their own priorities which in the end could undermine the credibility of the whole justice system. Thus, it was essential for the Malawi Prisons Service to develop this Strategic Plan as a guide to its operations in discharging its mandate as spelt out in the Prison Act of 1956, and within the goals spelt out in the DGSS.

1.2 Brief History of Malawi Prison Service

The colonial administration established the prison department, which was called Nyasaland Prison Service, in 1920 with the mandate to run prisons that were established in districts across the country. The Prison Department was headed by the Commissioner of Police who was also made Chief Inspector of Prisons, due to the close connection that existed between the prisons and the police. By 1920, Malawi (then called Nyasaland) had prisons in both the Southern and Northern Provinces, and the headquarters was in Zomba. In the

Southern Province there were the following prisons: Port Herald, Cholo, Chikwawa, Blantyre, Mlanje, Chiradzulu, Zomba, Liwonde and Fort Johnson. In the Northern Province (which comprised today's Central and Northern regions), there was Ncheu, Dedza, Fort Manning, Dowa, Lilongwe, Kasungu, Kota-kota, Chinteche, Mzimba and Karonga prisons (Mwakilama, 2005:6-7).

It was not until 1943 that the direct control of the Prison Department by the Police ended, with the appointment of the Commissioner of Prisons and the establishment of prison ranks and hiring of own staff to run Prison Department's affairs. The department established 177 ranks in its organization structure. The ranks of Commissioner of Prisons (1), Superintendent (1), Deputy Superintendent (1) and Gaoler (1) were occupied by Europeans, whereas from Chief Warder down to the lowest ranks were occupied by Africans (Prison Department Annual Report, 1942:5).

During the colonial period it was recognized that the purpose for which offenders were incarcerated was not only to punish them but also to change their lives for the better (Mwakilama, 2005:7). This was to make them changed individuals who will not revert back to criminal activities once released from prison. Thus, Prison Department allowed religious services to be done every Sunday to transform inmates spiritually; and prisoners were taught trades such as tailoring, farming, building, leather work, blacksmithing and mat making, so that they can manage to generate own income when they return to their respective communities. Agriculture was also seen as essential and therefore, some prisons established farms for maize, groundnuts, sisal and vegetables growing, among other crops.

At independence on 6th July 1964, the date when Nyasaland became independent from colonial rule with a change of name to Malaŵi, the Nyasaland Prisons Service changed its name to Malaŵi Prisons Service. The Malaŵi Government introduced a new national policy known as gradual indigenization of government institutions. In that year two important developments took place. First, Native Malaŵians started to rise to the commissioned rank.

The first one was Mr. J.J. Simbeye who was appointed to the rank of Assistant Superintendent on 1st November 1963, and later Mr. G. Upindi, and M.M. Chikhasu. Secondly, it was the recruitment of seven native Malaŵi female prison warders namely No.F/1 L. Malola; No.F/2 L. Nyagondwe; No.F/3 U. Umali; No.F/4 E. Useni; No.F/5 A.Chinomba; No.F/6 A. Kunyenga; and No.F/7 L. Masamba.

In 1975, Commissioner A. Davison Retired from Malaŵi Prisons Service. One year later Mikuyu Detention Camp was completed. This Camp was where inter-state security institutions namely the Police Mobile Force (PMF), Prison warders and MYP worked together manning the station under a Prison Officer-in-Charge notwithstanding that they were reporting to their respective superiors. This system created friction among officers detailed at the station. This led to the idea of merging the Police and the Department of Prisons so that all security matters are brought to the attention of the Inspector General of Police as the corporate commander in 1981. This was formally legislated under amendment Bill No.30 of 1991 which stated that the Commissioner of Prisons shall in exercise of his powers and in performance of his duties be under the general supervision of the Inspector General of Police.

Subsequent to the 1992 Catholic Bishops Lenten Pastoral Letter, international organizations such as the International Federation of the Red Cross and Red Crescent, and Amnesty International pressured the Government of Malaŵi to respect and uphold human rights especially in penal institutions. It was during their visit that a lot of atrocious acts were recorded and reported although some were mere exaggerations. With political pressure both from within and without, scores of political prisoners were released in 1992 and 1993 among them GwandaChakwamba Phiri and Late Aleke Banda who made great impact on the post independence multiparty democracy.

After the multiparty political dispensation in 1993, the Malaŵi Prisons Service went through both good and bad times as Malaŵi as a nation was recuperating from the dictatorship. It wanted to make quick tangible progress towards addressing human rights issues in

Prisons. In May of 1994, His Excellency Dr. ElisonBakiliMuluzi, the first Post independence multiparty elected President closed Mikuyu, Dzaleka and Nsanje Prisons on the grounds of being notorious and abusive of human rights.

Another attempt was change in the legal frame work in which the prisons have to operate. This was done by including Chapter XVII in the Republican Constitution that sets the operating parameters of the Department of Prisons. The Malaŵi Prisons Service is a Government Department constitutionally mandated under Chapter XVII of the Republican Constitution, and, operates within the statutory parameters of Chapter 9:02 of the Laws of Malaŵi to house, detain and rehabilitate persons committed to:

- (a) all penal institutions;
- (b) all labour camps;
- (c) special and secure schools; and
- (d) other institutions that are used to house, detain and rehabilitate persons sentenced to imprisonment of whatever form.

The constitution has created the post of the Chief Commissioner for Prisons as opposed to what is provided for under section 13 (2) of the Prisons Act, which put the Commissioner as subservient to the Inspector General of Police. The Chapter has also emphasized on the promotion of the rights of prisoners.

Section 164(2) (a–c) enjoins the Chief Commissioner for Prisons to manage prisons subject to, and, in accordance with the protection of human rights and law, as well as recommendations of Prisons Service Commission and Inspectorate of Prisons and respect for judicial decisions.

Administratively, soon after the 1994 general election, the Department of Prisons was transferred to the Ministry of Justice so that the police high command does not continue interfering with prisons affairs. The negative impact of this development was that prison

staff trainees were no longer allowed to train at the police institutions as they now belonged to different ministries. To solve this problem, Old Mapanga MYP Reserve Camp was identified and given to Malawi Prisons Service to be renovated into Prison Staff Training School. In 2000 CE, the first group of recruit prison warders graduated from this staff school. Although the Malaŵi Police Service and Department of Prisons are once again under the Ministry of Home Affairs, they no longer use one training school.

The Department has 2495 established posts of which 2336 posts are of permanent and pensionable staff with 159 supports staff. Currently, the Department has 33 Prisons of which four are Maximum Security Prisons followed by Medium and Minimum Security Prisons. There are also plans to decongest prisons through various mechanisms, which are outlined in this Strategic Plan. With its national Headquarters in Zomba, four Regional Head Offices and the Department's Training School at Mapanga, the total number of establishments is 39.

Table 1: Prison Stations in Malaŵi

EASTERN REGION	SOUTHERN REGION	CENTRAL REGION	NORTHERN REGION
1. Domasi 2. Mangochi 3. Mikuyu I 4. Mikuyu II 5. Mpyupyu 6. Ntcheu 7. Zomba Central	8. Blantyre 9. Bvumbwe 10. Chikwawa 11. Makande 12. Mkhate* 13. Mulanje 14. Mwanza 15. Nsanje 16. Thyolo 17. Bangula Livestock Farm 18. Luwani	19. Bzanzi 20. Dedza 21. Kachere 22. Kasungu 23. Lilongwe (Maula) 24. Ntchisi 25. Nkhotakota	26. Chitipa 27. Karonga 28. Rumphu 29. Mzuzu 30. Nkhatabay 31. Old Mzimba 32. Mzimba Model Prison

The Department has now open policy to visitors and those who want to aid prisoners. In this regard, it has established partnerships with both domestic and international non-governmental organizations such as Umunthu Foundation, Medicines sans frontiers, Dignitas International, Irish Rule of Law, Prison Fellowship International PRIjust to mention a few.

Following the multiparty democracy, death penalty has been placed under moratorium, and no person has been executed since 1994. The good story is that those who were sentenced to suffer death by the High but their sentences were commuted to life imprisonment have undergone another retrial of the same which has positively ended into release or reduction of sentence to a determinate sentence. As of 23rd September 2015, thirty eight (38) prisoners who were condemned to suffer death have been released.

1.3 Mandate and Functions

The Malawi Prisons Service is established under Section 163 of Constitution of Malawi, and Section 5 of the Prisons Act, 1956. The department is under Ministry of Home Affairs and Internal Security, and operates under the control and leadership of the Chief Commissioner of Prisons. It is mandated to house, detain and rehabilitate persons committed to prisons. The main functions of the Department are:

1. To keep all persons committed to prisons securely and safely;
2. To control and manage all prisons and penal institutions incidental matters.

The Malawi Prisons Service is one of the security institutions established under the constitution of Malawi. At law, the Malawi Prisons Service has a dual role of ensuring public security through keeping of lawbreakers away from the society while at the same time, promoting justice through implementation of punishment imposed by the competent courts of justice.

1.4 Rationale of the Strategic Plan

This Strategic Plan has been developed to give Malawi Prison Service a clear strategic direction for the next five years (2015 to 2020). This ensures proper coordination, efficiency and effectiveness in the undertaking of the mandate and functions of the Malawi Prisons Service. The primary goal is to provide programmatic and organizational framework for the department as it works towards contributing to public safety and security in Malawi, in-line with the provisions of the Democratic Governance Sector Strategy (DGSS) and the Constitution of Malawi. This Strategic Plan provides a roadmap through which all required changes and plans for progress outlined herein will be attained.

1.5 Strategic Planning Process

A participatory approach was followed in the process of preparing and developing this Strategic Plan. The inclusive process commenced with an inception meeting with heads of sections, managers and representatives of all departments within Malawi Prison Service. This then was followed by consultations with key external stakeholders, and internal stakeholders in selected prisons. In the end a workshop was held with a task force that was constituted by MPS comprising of staff representing all departments for review and in-depth discussion of issues that emerged from the stakeholder consultations and to propose strategic issues and the model.

1.6 Structure of the Strategic Plan

This document is structured in seven chapters. The first one gives a brief background to this strategic plan together with a justification, and a brief history of the Malawi Prison Service. The second chapter provides a brief about the Democratic Governance Sector Strategy's agenda, including priority areas. The third chapter outlines the situation analysis, specifically looking at the approach and methods undertaken and the key

findings. Then the fourth chapter outlines a strategic model under which there is a Vision, Mission, Core Values, and a matrix containing strategic goals, objectives and activities. Targets and indicators for success have also been included there in. Chapter five presents a strategic plan implementation, followed by chapter six which details funding or resource requirements and plans for mobilization. Lastly, chapter seven presents the monitoring and evaluation framework for MPS during the strategic plan period.

2.0 STRATEGIC FIT OF MPS STRATEGIC PLAN TO THE NATIONAL AGENDA

This Strategic Plan has been aligned with both the Malawi Growth and Development Strategy II and the Democratic Governance Sector Strategy. This is to ensure that MPS's efforts in the next 5 years are in-line with the national development agenda, as well as with plans within the Democratic Governance Sector.

2.1 Background and Main Purpose of DGSS

This section links this MPS Strategic Plan to the sector strategy. As stated in the foregoing, the DGSS provides overall direction for all sector stakeholders in Malawi within the framework of relevant national policies and the development guide, which is the Malawi Growth and Development Strategy (MGDS II).

2.2 Linking the MGDS II and DGSS to the MPS Strategic Plan

The Malawi Growth and Development Strategy II has six thematical areas, most of which relate to areas of focus of this Strategic Plan. The most relevant ones are Governance, Gender and Capacity Development, Social Development, and Infrastructure Development.

The DGSS is underpinned by the aim to improve delivery of justice, peace and security, and rule of law in Malawi. This came against the backdrop of the following challenges: inadequate human and financial resources, outdated infrastructure, and weak systems and procedures implemented by DG sector stakeholders, which result in poor delivery of justice

services especially to vulnerable and marginalized groups; and lack of coordination among government Ministries, Departments and agencies; among other things (DGSS, 2012).

The DGSS identified priority areas around which its goals and objectives were formulated. In pursuit of those goals and objectives, key result areas were spelt out in the DGSS as follows:

- a) Effective Democratic Governance Sector Institutions;
- b) Strengthened rule of law, improved access to justice, public safety and security;
- c) Improved promotion and protection of human rights;
- d) Free and credible elections;
- e) Transparent and accountable and responsive Democratic Governance Sector institutions; and
- f) More effective, independent and representative legislature.

Among these result areas, those that are more related to Malawi Prisons Service are *b*, *c* and *e*, on which the team developing this Strategic Plan focused and aligned this five year Strategy. Thus, the successful implementation of this Strategic Plan by Malawi Prisons Service will significantly contribute to the said result areas, and hence the overall DGSS.

3.0 SITUATION ANALYSIS

3.1 Background

A situation analysis was undertaken to understand both internal and external factors affecting and enhancing the operations of Malawi Prisons Service. In this endeavor, a participatory and inclusive approach was taken to understand the current strengths, weaknesses, opportunities and threats to MPS. The consultants further undertook a PESTEL analysis for operational aspects within the context of politics, economy, social, technology, environment and legal.

3.2 Approach and Methodology

This Five Year Strategic Plan for Malawi Prison Service is a product of both primary and secondary data, which was gathered from July to August, 2015. The approach taken was primarily qualitative, but with some element of quantitative. All key stakeholders in the work of Malawi Prisons Service were targeted in gathering data for this Strategic Plan.

3.2.1 Inception Report

Firstly, the consultants prepared and presented a Project Inception Report to Malawi Prison Service for purposes of clarifying the terms of reference and expectations and identifying key stakeholders to be consulted. During the same meeting, the Consultants and MPS Task Force agreed on the logistics for and approach to the assignment, as well as tools to be used for data collection. After the meeting, a final Project Inception Report was submitted to Malawi Prison Service through the designated Coordinator for this assignment.

3.2.2 Setting

The exercise of collecting data commenced with a desk review of strategic documents at Malawi Prisons Services, followed by key informant interviews and focus group discussions. The interviews and FGDs were held at each stakeholder's office and station. Institutions and prison stations that participated in this study are listed in Table 2 below.

3.2.3 Sample

In this exercise a total of 97 people were consulted through primary key informant interviews and focus group discussions. Participation in this exercise was done purposively to make sure that critical stakeholders, internal and external departments, and individuals that closely work with MPS and hold key information are consulted. Below is a list of institutions and numbers of participants in this exercise.

Table 2: Study Sample

TECHNIQUE	INSTITUTION	NUMBER OF PARTICIPANTS
Key informant interview	Ministry of Justice	1
Key informant interview	Malawi Police Hq	1
Key informant interview	Ministry of Internal Affairs	1
Key informant interviews	Prison Training College - Mapanga	2
Focus Group Discussion	Immigration Dept. and Malawi Police – Eastern Region - staff	5
Focus Group Discussion	Judiciary - staff	6
Focus Group Discussion	Malawi Prisons Service Hq – Task Team	15
Focus Group Discussion	Makande Prison Farm - staff	11
Focus Group Discussion	Makande Prison Farm - inmates	10
Focus Group Discussion	Bvumbe Juveniles Prison - staff	5
Focus Group Discussion	Bvumbwe Juveniles Prison - inmates	10
Focus Group Discussion	Zomba Central Prison - staff	10
Focus Group Discussion	Zomba Central Prison – female inmates	5
Focus Group Discussion	Zomba Central Prison – male inmates	5
Focus Group Discussion	Zomba Maximum Prison - staff	10

3.3 Data Collection Techniques and Tools

The consultants, working closely with a Task Force which was established by MPS and consisted of members of staff from various departments, undertook a situation analysis using SWOT and PESTEL tool. This was basically to look at the current and potential strengths, weaknesses, opportunities and threats afford by the political, economic, social, technological, environmental and legal aspects to Malawi Prison Service. This analysis was essential to unravel and establish road map issues worthy considering in the development of a DGSS aligned Strategy for MPS.

The situation analysis targeted both internal and external stakeholders. Internal stakeholders were inmates and staff in selected prisons. The prisons visited were Makande Farm Prison in Mulanje, Bvumbwe Juvenile Prison in Thyolo and Zomba Central Prison in Zomba. At each prison, consultants working with Prison Task Force members held separate sessions with 10 prison staff and 10 inmates as participants. The sessions guided by a pre-formulated tools. In addition, the consultants also visited Prison Training College and Southern Region Prison Headquarters in Blantyre, where senior officers were consulted. External stakeholders that participated in the data gathering process were the Judiciary, Malawi Police Service, Immigration Department, Ministry of Justice and Constitutional Affairs, and Ministry of Home Affairs and Internal Security. See appendix 1 for a full list of participants with their organizations.

The consultants also held a two day workshop with MPS Task Force for further discussions and analysis of issues that emerged during the field consultants. This workshop also helped to shape proposed vision, mission, goals, objectives and activities to be included in the strategic plan. It must also be stated that for a broader understanding of other key issues, some secondary sources were consulted. These included papers on the history of Malawi Prisons Service, the Democratic Governance Sector Strategy, and a draft Malawi Prison Service Strategic Plan of 2009. This was to complement on data gathered through the field consultations.

With data from above sources, the Consultants did the consolidation and analysis, to come up with a Draft DGSS Aligned Strategic Plan for Malawi Prison Service. This first Draft will be shared with all key stakeholders, both internal and external, for validation. Comments from this validation workshop will be used to revise the Draft and come up with a final Strategic Plan that will be formally submitted to Malawi Prison Service. An implementation plan will also be included to guide MPS in its efforts to pursue this strategic in the next five years.

3.3.1 SWOT Analysis

I. Internal Analysis

This analysis aimed at unraveling both the strengths and weaknesses of Malawi Prisons Service. Knowledge of the strengths will make MPS to maintain these as it endeavor to accomplish its mandate and to attain the goals and objectives of this Strategic Plan. As for weaknesses, these will have to be tackled systematically, so that the said objectives are achieved as planned. Below is a summary of the strengths and weaknesses of MPS:

Strengths	Weaknesses
<ul style="list-style-type: none"> a) Presence of a legal mandate – section 163 of the Malawi Constitution b) Existence of the Prison Act of 1956 which further provides the legal framework/ environment for the operations of MPS. c) Availability of farms/ land on which to undertake agro-business activities. d) Availability of labour for various development works and own income generating activities. e) Presence of specialized skills in various areas among prisoners and staff. f) Formal education in prison for inmates wanting to continue with school. g) Technical skills development programmes and workshops. h) Presence of dedicated members of staff. i) Increased observance of human rights by prison staff. j) Willingness of management to promote capacity development of staff members in various fields. k) Increased security for inmates. l) Good relationship and cooperation with other key stakeholders – Police, 	<ul style="list-style-type: none"> a) Old and dilapidated infrastructure. b) Congestion in prison cells. c) Shortage of basics for inmates – soap, buckets, bins, uniforms, etc. d) Inadequate ration for inmates, and no variety of food i.e. <i>nsima</i> and beans. e) Poor hygiene/ sanitation in prisons e.g. inmates still use buckets as toilets at night in cells, as proper toilets are outside. f) Limited provision of health services to inmates. g) White uniform not conducive for inmates involved in manual work and short-sleeve and shorts are not good for the cold season. h) Inadequate involvement of female inmates in technical skills and formal education. i) Ineffective Prisoner Risk Assessment programme. j) Agriculture is still not mechanized. k) No policies on gender, HR, Workshops, etc l) Inadequate staff houses. m) Poor salaries, benefits and motivation for staff. n) Lack of a systematic appraisal system that is linked to promotions. o) Poor internal communication system. p) High Prison Warder to Inmate ratio of 1 to 8, against a standard one of 1 to 5.

Immigration, Ministry of Justice, etc. m) Provision of neonatal support for children born, or living with parents, in prison. n) Provision of HIV/AIDS management services e.g. medication, prenatal and post-natal care for mothers and children.	q) Inadequate ICT technologies and reliance on manual system. r) Poor record keeping/ file tracking. s) Transport problem is common. t) Inability to sustain projects. u) Limited financial resources to support own activities, including income generation.
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II. External Analysis

It is essential for MPS to take into account and be aware of opportunities and threats afforded by the external context, as it seeks to succeed in implementing this Strategic Plan. MPS will take advantage of existing opportunities to enable it attain the strategic objectives, and will devise ways of dealing with potential threats or challenges.

Opportunities	Threats
a) The current Democratic Governance Sector Strategy as a guide for all stakeholders towards one common vision and strategy. b) Collaboration with development partners/ donors. c) Presence of best practices within SADC, from which to learn new things. d) Existence of civil society and faith based organizations that work to advance prison conditions/ welfare. e) Existence of religious people and volunteers who do pastoral and charity work in prisons. f) Availability of Public Private Partnerships (PPP) model in Malawi. g) Collaboration/ cooperation with other stakeholders – Police, Immigration, Ministry of Justice, Judiciary, etc. h) Incarcerations of political elites enable them to understand prison conditions, to become advocates for improving conditions.	a) Budgetary constraints due to limited resources from Treasury. b) Requirement for all income generated to be deposited to Government Account No. 1. c) Political interference on Presidential pardons, and other matters. d) Existence of negative attitude towards inmates by the society. e) Challenges posed by social media and technology in relation to prison security, and disciplining of staff. f) Climate change effects such as drought and floods affect prisons. g) Outdated Prison Act, which is not in accordance with international standards including the UN Standard Minimum Rules for the Treatment of Prisoners. h) Delays in delivery of justice make remandees to stay longer in prison.

3.4 PESTEL Analysis

The analysis now turns to the Political, Economical, Social, Technological, Environmental and Legal issues in terms of how they affect, as well as how they are affected by Malawi Prison Service's undertakings.

Category	Issue	Impact
POLITICAL	<ul style="list-style-type: none"> Political interference on prison matters. Democracy and human rights 	<ul style="list-style-type: none"> Cause unfairness in certain decisions, and hinder accountability and transparency, etc. Leads to outcry from the public and inmates in relation to Presidential pardons. Affords an opportunity for the advancement of rights and freedoms of inmates.
ECONOMICAL	<ul style="list-style-type: none"> Existence of Public Private Partnership, public works, discovery of mineral resources, ICT and others things, together with availability of labour and diverse expertise in prisons. Limited funding from Treasury amid increased population of inmates. 	<ul style="list-style-type: none"> Increases opportunities for MPS to generate own income (IGA). Inadequate funding limiting MPS' operations/ implementation.
SOCIAL	<ul style="list-style-type: none"> Negative societal attitude towards inmates Gaps in training of psycho-social professionals for work in prisons 	<ul style="list-style-type: none"> Could affect restorative justice efforts and community reintegration. Inadequate psycho-social services for inmates.
TECHNOLOGICAL	<ul style="list-style-type: none"> Boom in ICT technologies enhance cyber-crimes and pose threat to prison security. Development in ICT sector. 	<ul style="list-style-type: none"> Could lead to imprisonment of more offenders; hence increasing pressure on already limited space in prisons. Take advantage of ICT to enhance security and improve the delivery of prison services/ justice.

ENVIRONMENTAL	<ul style="list-style-type: none"> • Dilapidated structures, shortage of space and poor conditions in prisons • Climate change effects. 	<ul style="list-style-type: none"> • Worsens hygiene and affects negatively the welfare and health of inmates and staff. • Causes floods and drought, which affects prisons in many ways. • Take advantage of climate change to source funding for tree planting exercises and innovations on alternative energy sources.
LEGAL	<ul style="list-style-type: none"> • Outdated Prison Act 	<ul style="list-style-type: none"> • Creates confusion and undermines MPS operations.

3.5 Stakeholder Analysis

Stakeholder	What they can do for MPS	What MPS can do for them
Government – Ministry of Home Affairs and Internal Security	<ul style="list-style-type: none"> • Provide financial resources. • Provide material support as required. • Policy makers. • Support on legal matters and enactment of required legislation in Parliament. 	<ul style="list-style-type: none"> • Share financial and progress reports on a regular basis. • Demonstrate accountability and transparency. • Show commitment to government’s development agenda
Parliament	<ul style="list-style-type: none"> • Provide support through enactment of required/ necessary legislation (Prison Act (review) and Sentencing Guidelines) • Support increased funding allocation from the Treasury. 	<ul style="list-style-type: none"> • Communicate with the Legislature on required legislation. • Update Legislature on progress through regular reports.
Ministry of Justice	<ul style="list-style-type: none"> • Provide guidance/ advice on legal matters. • Support on drafting of required Bills 	<ul style="list-style-type: none"> • Communicate on required legislation. • Update on progress.
Other agencies – Judiciary, Malawi Police, Immigration Department, and others.	<ul style="list-style-type: none"> • Collaborate effectively in the delivery of justice. • Share information and resources. 	<ul style="list-style-type: none"> • Collaborate with key stakeholders. • Share information and resources with key stakeholders. • Facilitate technical meetings.
Private sector	<ul style="list-style-type: none"> • Give business to MPS. • Capacity building. 	<ul style="list-style-type: none"> • Enter into formal contracts on work for inmates and staff as IGA.
Other institutions –	<ul style="list-style-type: none"> • Capacity building in technical 	<ul style="list-style-type: none"> • Enter into MoUs or

TEVET, Colleges/ Schools of Education	and formal education delivery.	collaborate to build capacity within MPS.
Development partners	<ul style="list-style-type: none"> • Capacity building for staff and inmates • Offer Financial resources 	<ul style="list-style-type: none"> • Undertake an economic and social mapping to identify areas for intervention. • Enforce transparency and accountability
Civil Society, NGOs, CBOs, FBOs, etc.	<ul style="list-style-type: none"> • Awareness on and advocacy for better prison conditions and rights. • Fundraise for prisons. • Research • Lobbying with government and law makers. 	<ul style="list-style-type: none"> • Establish a framework for working with all partners, and have periodic meetings. • Share M&E data with partners, and allow research to be undertaken by outsiders.
Religious bodies	<ul style="list-style-type: none"> • Provide spiritual/ pastoral services to inmates. • Offer material support to inmates 	<ul style="list-style-type: none"> • Enhance prisoners' reformation programme.
General public	<ul style="list-style-type: none"> • Lobbying or supporting for more prison funding and improved conditions • Support community reintegration efforts 	<ul style="list-style-type: none"> • Sensitization • MPS – Community partnerships in various activities.

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3.6 Strategic Issues

From the foregoing analysis, a summary of key strategic issues are drawn as follows, and require addressing systematically if this Strategic Plan's objectives are to be achieved:

- i. Inadequate legal and policy frameworks for the department;
- ii. Poor and inadequate infrastructure for both inmates and staff;
- iii. Poor nutrition, health and sanitary conditions in prisons;
- iv. Shortage of funding and material resources for MPS operations;
- v. Weak efforts in own income generation and requirement to remit all income to government;
- vi. Shortcomings in rehabilitation and reformation of offenders;
- vii. Lack of monitoring and evaluation strategies, and ability to sustain projects;
- viii. Poor conditions of service, including remuneration and benefits, for staff;

- ix. Capacity building

4.0 FRAMING PRIORITY AREAS AND THE STRATEGIC MODEL

The purpose of the above analysis was to identify the strategic issues with which to frame the vision, mission, goals, objectives and activities to be undertaking in the next five years. Thus, below is a strategic direction of MPS.

4.1 Vision and Mission Statements

Vision: Professional and excellent correctional service that contribute to public security

Mission: To contribute to public security and safety through effective rehabilitation, reformation, development and community reintegration of offenders

4.2 Core Values

Our core values are critical to achieving our mission and vision. The core values are:

<ul style="list-style-type: none"> ▪ Professionalism ▪ Transparency ▪ Accountability ▪ Objectivity 	<ul style="list-style-type: none"> ▪ Human dignity ▪ Integrity ▪ Collaboration ▪ Conscience 	<ul style="list-style-type: none"> ▪ Innovativeness ▪ Selflessness ▪ Loyalty ▪ Impartiality
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4.3 Strategic Goals, Objectives and Activities

GOAL 1: To enhance public security through safe custody of offenders

#	Objectives	Activities
1	To provide improved health and nutrition services to inmates.	<ul style="list-style-type: none"> • Intensify food crops growing covering 600 hectares of farm land, and animal husbandry in prisons. • Introduce irrigation technologies for agriculture in 6 prison farms located near rivers or water bodies. • Improve diet by giving inmates 3 meals a day, which is nutritious. • Train inmates in agriculture by practice. • Recruit additional health-workers for

		<p>prison health facilities.</p> <ul style="list-style-type: none"> • Screen all in-coming prisoners for TB, HIV, hepatitis, etc and offer treatment and support to those found with the disease(s). • Construct 9 health facilities in prisons that do not have any. • Refurbish 12 prisons that are in poor state, so that they can provide comprehensive health-care. • Stock prison health facilities with adequate pharmaceuticals and supplies. • Procure medical equipment for prison health facilities.
2	To reduce Warder to Prisoners ratio to acceptable standard of 1 to 5	<ul style="list-style-type: none"> • Recruit and train 400 new prison staff per year to fill current vacant posts. • Devise and implement staff motivation mechanisms such as good salaries, meritocracy in promotions, and capacity development in order to <u>retain</u> them
3	To reduce overcrowding in prisons	<ul style="list-style-type: none"> • Construct 2 new medium size prisons with spacious cells and adequate facilities, together with staff houses. • Extend 2 cell-blocks at one of the main prisons per year – to include good ventilation, toilets and water. Collaborate with other stakeholders e.g. Judiciary to find and promote alternatives to custodial sentencing taking into account the United Nations Standard Minimum Rules for Non-custodial Measures (the Tokyo Rules), General Assembly resolution 45/110. • advocate for adoption of Legislation on Sentencing Guidelines • Introduce the Parole system. <ul style="list-style-type: none"> ◦ <i>Facilitate constitution of the Board, which will be meeting quarterly.</i> ◦ <i>Construct Secretariat office</i> ◦ <i>Train 30 extension workers</i> • Enhance reformation and rehabilitation programmes to reduce recidivism (repeating offenders). • Facilitate the High Court’s confirmation or review of sentences passed by the

		<p>subordinate courts</p> <ul style="list-style-type: none"> • Designate 1 trained officer at each prison station to facilitate bail and appeal applications by inmates.
4	To improve humane treatment of offenders	<ul style="list-style-type: none"> • Sensitize prison staff on inmates' rights including on the State obligation to detain pre-trial detainees separately from convicted prisoners • Conduct 2 refresher courses on human rights for a cohort of 50 staff members annually. • Facilitate complaints from prisoners. • Provide adequate food including nutrition to inmates – porridge (with sugar), and balanced diet – lunch and dinner. • Procure and distribute to inmates basic necessities on a regular basis e.g. beddings, uniforms, soap, plates, cups, buckets, toothbrushes, re-usable sanitary pads (female inmates), etc. • Fumigate/ control pests in prisons and staff houses at least once a year to get rid of pests.
5	To promote systematic Prisoner Risk and Security Assessment in all prisons	<ul style="list-style-type: none"> • Implement classification of offenders in all prisons. • Procure 4 moving cell buses to assist with transporting inmates to appropriate prison stations. • Introduce offender unit management as a way of promoting Individual Development Plan. • Conduct refresher training on offender management for 60 staff members every other year.
6	To sensitize the public on their relationship with prisons	<ul style="list-style-type: none"> • Conduct a Prison Open Day every other year to civic educate the general public on ideal relationship between prison and the general public • Undertake a total of 60 community outreach programmes to enhance prison – community relationship i.e. in 5 years and contributions by all prison stations.

GOAL 2: To create conducive environment for enhanced offender rehabilitation services in prisons

#	Objectives	Activities
1	To provide facilities for offender rehabilitation	<ul style="list-style-type: none"> • Refurbish existing workshops in 5 prisons to improve on rehabilitation of offenders. • Procure new equipment for the workshops – motor vehicle mechanics, carpentry, electric, etc. • Construct new workshops in 9 prisons.
2	To increase the number of inmates participating in rehabilitation activities	<ul style="list-style-type: none"> • Introduce rehabilitation activities in prisons that do not have any. • Sensitize prisoners on the importance of rehabilitation activities. • Construct specially designated learning rooms/ workshops at the prisons. • Recruit more inmates, including women, to participate in technical/ vocational education. • Train 50 prison staff, every other year, in different technical areas so that they can lead in rehabilitation programmes. • Hire 70 interns from technical schools to work in prison workshops as mentors of inmates.
3	To improve quality of rehabilitation services	<p>Furnish workshops with modern tools and equipment for use and training -tailoring, motor vehicle mechanics, carpentry, electronics, etc.</p> <ul style="list-style-type: none"> • Partner with TEVET and Technical Colleges in curriculum development, implementation, and award of certificates to training participants, and any other improvements. • Process certification/ accreditation of prison programmes.

GOAL 3: To expand and improve offender reformation programmes

#	Objectives	Activities
1	To increase access to formal and non-formal education by inmates	<ul style="list-style-type: none"> • Enroll all juveniles into prison primary and secondary education. • Increase enrolment of inmates not involved in industrial work into formal education. • Provide female inmates with access to

		<p>formal education.</p> <ul style="list-style-type: none"> • Extend formal education to all prisons in Malawi. • Arrange with Ministry of Education to provide teachers for prison schools, or recruit teachers as Prisons Officers to be designated at each of the 30 prison schools. • Construct at least 4 classroom blocks at each of the 30 prison stations over 5 years. • Construct 1 laboratory and 1 library at each of the 30 prison schools. • Provide non-formal education to inmates who cannot enroll into formal education i.e. Adult Learner Education (<i>School ya Kwacha</i>)
2	To promote spiritual support for inmates	<ul style="list-style-type: none"> • Recruit at least 1 staff as a chaplain for each prison in every two years who will be the chaplain. • Introduce spiritual counseling in all prisons. • Enhance prisons relationships with outside religious bodies, to enhance spiritual and counseling support for inmates.
3	To provide effective psycho-social services to inmates	<ul style="list-style-type: none"> • Train at least 2 prison staff per prison per year in psycho-social work. • Recruit psychology and social experts • Conduct stress management and well-ness trainings for staff and inmates.

GOAL 4: To strengthen institutional, socio-economic and infrastructure development

#	Objectives	Activities
1	To develop and implement policies on HR, Gender, Agriculture, and Workshop/ Industry	<ul style="list-style-type: none"> • Engage consultants and staff to develop the policy documents. • Implement the policies – HR, gender, internal audit, workshop/ industry
2	To scale up Prison Industries	<ul style="list-style-type: none"> • Initiate and sustain prison industries as new income generating activities e.g. motor vehicle mechanics, welding, etc. • Construct 1 enclosure/ kraal at each of the 4 main prison farms in 5 years. • Procure and distribute livestock to prison

		<p>farms – cattle, piglets, goats and chickens.</p> <ul style="list-style-type: none"> • Intensify farming in prisons with mechanization – tractors, irrigation equipment, etc. • Procure machinery/ equipment for prisons workshops. • Establish soap manufacturing at 1 prison station - procure machinery and inputs. • Introduce a revolving fund, and get a waiver from government to keep all the revenue or a certain percentage in MPS account. • Introduce <i>fee share system</i> and banking arrangements for inmates involved in prison industrial works. • Train some prison staff in agribusiness, entrepreneurship, and financial management for non-finance managers. • Identify markets for products and services by MPS. • Establish Public-Private Partnerships in prison management and service delivery • Introduce training programmes for private security firms at Prison College.
3	To create a Monitoring and Evaluation Framework for Malawi Prisons Service	<ul style="list-style-type: none"> • Develop and implement an M&E system. • Implement a financial monitoring and reporting framework • Train some prison staff in M&E and financial audit.
4	To increase and improve prison infrastructures	<ul style="list-style-type: none"> • Upgrade and/ or refurbish prison infrastructure • Construct more staff houses. • Procure and deploy security equipment or technologies for 4 main prisons i.e. CCTV system and door/ gate metal detecting machines. • Procure computers and teaching materials for Prison College. • Refurbish facilities (library, kitchen, classrooms and offices) at Prisons College • Procure ICT for prison offices.

Goal 5: To establish and roll out effective community re-integration of offenders

#	Objectives	Activities
1	To implement community correction system	<ul style="list-style-type: none"> • Establish offender management unit.
2	To enhance partnerships between Malawi Prison Services and other stakeholders in community development works	<ul style="list-style-type: none"> • Establish partnerships with some employers for attachment opportunities for inmates. • Come up with modalities for this arrangement. • Sign MoUs with key partners on community development work. • Lobby for community support on starter pack tools/ packages for offenders when released from prison.

GOAL 6: To mainstream cross-cutting issues of HIV/AIDS, gender and climate change

#	Objectives	Activities
1	To promote access to effective HIV/AIDS services in prisons	<ul style="list-style-type: none"> • Train 90 staff and 300 inmates as HIV/AIDS peer educators for all 30 prisons over 5 years. • Train all health-workers in prisons on HIV/AIDS management. • Establish comprehensive HIV/AIDS management in all prison health facilities – treatment, VCT and prevention, for inmates, and staff members and their families. • Refurbish HTC sites in 10 prisons. • Produce, distribute and display conspicuously IEC materials. • Commemorate World AIDS Day annually.
2	To promote gender mainstreaming in prisons	<ul style="list-style-type: none"> • Implement a gender policy for Malawi Prisons Service. • Train 30 staff on gender matters/ mainstreaming over 3 years. • Increase numbers of females during recruitment exercises. • Establish gender offices in regional headquarters of MPS. • Increase number of females in leadership positions. • Lobby for more resources for children who live with their parents in prisons.
3	To contribute towards mitigation of environmental degradation	<ul style="list-style-type: none"> • Establish and sustain tree nurseries in all prisons.

		<ul style="list-style-type: none"> • Identify places where to plant trees, in collaboration with District or City Assemblies. • Undertake tree planting exercises. • Adopt and implement clean environment technologies in prisons • Control and manage sewer spillages
4	To promote the well-being of special needs groups in prisons	<ul style="list-style-type: none"> • Train some prison staff in special needs aspects. • Undertake activities that will improve the wellbeing of special needs inmates. • Access donor funding for special needs activities in prisons.

5.0 IMPLEMENTATION PLAN

MPS will follow the implementation plan below in order to achieve the foregoing goals and objectives. The plan is high level, but the details of the specific activities and outputs under each objective herein are in the M&E plan and the detailed budget (*see appendices 2 and 3*), to which cross referencing should be made.

MALAWI PRISONS SERVICE						
STRATEGIC PLAN 2016 - 2020						
FIVE YEAR IMPLEMENTATION PLAN						
GOAL 1	To enhance public safety through safe custody of offenders					
#	OBJECTIVE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1.1	To improve health and nutrition services for inmates.					
1.2	To reduce Warder to Prisoners ratio to acceptable standard of 1 to 5					
1.3	To reduce overcrowding in prisons					
1.4	To improve humane treatment of offenders					
1.5	To promote systematic Prisoner Risk & Security Assessment in all prisons					
1.6	To sensitize the public on their relationship with prisons					
Goal 2	To create a conducive environment for enhanced offender rehabilitation services in prisons					
#	OBJECTIVE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
2.1	To provide facilities for offender rehabilitation					
2.2	To increase the number of inmates participating in rehabilitation activities					
2.3	To improve quality of rehabilitation services					
GOAL 3	To expand and improve offender reformation programmes					
#	OBJECTIVE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
3.1	To increase access to formal education by inmates					
3.2	To promote spiritual support for inmates					
3.3	To provide effective psycho-social services to inmates					
GOAL 4	To strengthen institutional, socio-economic and infrastructure development					
#	OBJECTIVE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
4.1	To develop and implement policies on HR, Gender, Agriculture, and Workshop and Industry					
4.2	To scale up prison industries					
4.3	To create a Monitoring and Evaluation system for Malawi Prisons Service, and implementation.					
4.4	To increase and improve prison infrastructures					
4.5	To reduce social gap between inmates and the community					
4.6	To strengthen the use of ICTs in Prison management					
GOAL 5	To establish and roll out effective community re-integration of offenders					
#	OBJECTIVE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
5.1	To implement community correction system					
5.2	To enhance partnerships between Malawi Prison Services and other stakeholders in community					
GOAL 6	To mainstream cross-cutting issues of HIV/AIDS, gender and climate change					
#	OBJECTIVE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
6.1	To promote access to effective HIV/AIDS services in prisons					
6.2	To promote gender mainstreaming in prisons					
6.3	To contribute towards mitigation of environmental degradation					
6.4	To promote the well-being of special needs groups in prisons					

6.0 FUNDING AND RESOURCE REQUIREMENTS, AND MOBILIZATION

6.1 Required Resources

It is well known that resources also underpin the successful implementation of this Strategic Plan. Thus, based on the calculation done for each strategic goal and objective, Malawi Prisons Service will need **MK 34, 513, 735, 201** over this five year period.

6.2 Sources of Funding

This Strategic Plan will need these resources in order for it to be successfully implemented. These resources will primarily come from the following main sources:

- A). **Treasury source:** through annual budgetary allocations for MPS.
- B). **Malawi Prison Service:** through income that will be generated by MPS through its industrial activities.
- C). **Donors:** through donations and proposals that will be submitted by MPS to strategic development partners at both local and international levels.

AMOUNTS ON EACH STRATEGIC GOAL AND OBJECTIVES							
GOAL & OBJECTIVE #	STRATEGIC OBJECTIVE	YEAR 2015 - 2020					TOTAL AMOUNT (MK 000,000)
		YR 1	YR 2	YR 3	YR 4	YR 5	
1.1	To provide improved health and nutrition services to inmates.	538,617,034	247,706,617	337,476,617	280,326,617	217,706,617	1,621,833,502
1.2	To reduce Warden to Prisoners ratio to acceptable standard of 1 to	263,000,000	31,000,000	36,000,000	196,000,000	-	526,000,000
1.3	To reduce overcrowding in prisons	2,726,052,500	2,687,952,500	409,712,500	351,612,500	351,612,500	6,526,942,500
1.4	To improve humane treatment of offenders	961,371,600	954,371,600	961,371,600	954,371,600	954,371,600	4,785,858,000
1.5	To promote systematic Prisoner Risk & Security Assessment in all	87,360,000	7,360,000	82,800,000	2,800,000	2,800,000	183,120,000
1.6	To sensitize the public on their relationship with prisons	7,800,000	4,800,000	7,800,000	4,800,000	4,800,000	30,000,000
	Sub-Total	4,584,201,134	3,933,190,717	1,835,160,717	1,789,910,717	1,531,290,717	13,673,754,002
2.1	To provide facilities for offender rehabilitation	115,000,000	87,000,000	21,000,000			223,000,000
2.2	To increase the number of inmates participating in rehabilitation	24,048,000	1,500,000	16,500,000	1,500,000	1,500,000	45,048,000
2.3	To improve quality of rehabilitation services	3,750,000	1,750,000	1,750,000	1,750,000	-	9,000,000
	Sub-Total	142,798,000	90,250,000	39,250,000	3,250,000	1,500,000	277,048,000
3.1	To increase access to formal education by inmates	5,475,000,000	2,600,000,000	2,875,000,000	2,800,000,000	2,600,000,000	16,350,000,000
3.2	To promote spiritual support for inmates	69,000,000	9,000,000	9,000,000	69,000,000	9,000,000	165,000,000
3.3	To provide effective psycho-social services to inmates	150,000,000	120,000,000	120,000,000	120,000,000	150,000,000	660,000,000
	Sub-Total	5,694,000,000	2,729,000,000	3,004,000,000	2,989,000,000	2,759,000,000	17,175,000,000
4.1	To develop and implement policies on HR, Gender, and Workshop and	11,000,000	11,000,000	-	-	-	22,000,000
4.2	To scale up revenue generation activities	71,150,000	67,000,000	16,150,000	15,000,000	16,000,000	185,300,000
4.3	To create a Monitoring and Evaluation Framework for Malawi	7,525,000	7,525,000	5,000,000	5,000,000	5,000,000	30,050,000
4.4	To increase and improve prison infrastructures	275,500,000	48,500,000	1,424,000,000	8,000,000	75,500,000	1,831,500,000
4.5	To reduce social gap between inmates and the community	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000	350,000,000
4.6	To strengthen the use of ICTs in Prison management	163,586,333	131,179,333	108,679,533	29,120,000	29,120,000	461,685,199
	Sub-Total	598,761,333	335,204,333	1,623,829,533	127,120,000	195,620,000	2,880,535,199
5.1	To implement community correction system	14,800,000	12,800,000	8,500,000	6,500,000	6,500,000	49,100,000
5.2	To enhance partnerships between Malawi Prison Services and other	26,700,000	9,200,000	7,500,000	-	-	43,400,000
	Sub-Total	41,500,000	22,000,000	16,000,000	6,500,000	6,500,000	92,500,000
6.1	To promote access to effective HIV/AIDS services in prisons	71,630,650	71,630,650	71,630,650	71,630,650	68,040,400	354,563,000
6.2	To promote gender mainstreaming in prisons	6,100,000	700,000	700,000	6,100,000	6,100,000	19,700,000
6.3	To contribute towards mitigation of environmental degradation	367,500	300,000	367,500	300,000	300,000	1,635,000
6.4	To promote the well-being of special needs groups in prisons	13,500,000	7,500,000	6,000,000	6,000,000	6,000,000	39,000,000
	Sub-Total	91,598,150	80,130,650	78,698,150	84,030,650	80,440,400	414,898,000
	GRAND TOTAL	11,152,858,617	7,189,775,700	6,596,938,400	4,999,811,367	4,574,351,117	34,513,735,201

7.0 MONITORING AND EVALUATION FRAMEWORK

7.1 Background

It must be emphasized that an effective M&E system is required in order to ensure that all activities planned are executed in accordance to the implementation plan and within the roadmap designed for the strategic plan period. This M&E needs to be linked to what is supposed to be carried out and achieved within the defined timeframe. This will utilize the M&E plan that has already been developed (*see appendix 2*).

7.2 M&E Team in Malawi Prisons Service

MPS will set up an M&E team within its Planning and Research Department, under the leadership of the Head of Department, to ensure proper coordination and execution of M&E activities related to this Strategic Plan. This team shall perform day-to-day monitoring and evaluation roles as per what is stipulated herein. This team will be mandated to be meeting regularly with other responsible officers within MPS to review progress being made in the implementation of the Strategic Plan, discuss challenges being faced, and decide on way forward. A strategic matrix presented in the foregoing will be one of the documents used to guide the discussion.

7.3 Data Collection and Analysis

The M&E team will collect data through a qualitative, quantitative or mixed method approach, depending on nature of the assignment. The process will in some cases be participatory. As part of monitoring, the team will collect data through regular progress reports from all concerned departments or sections i.e. quarterly progress report, semi-annual progress report and annual review report. The reports from various departments will be consolidated into one and then analyzed in order to see progress that has been made, areas where things are lagging and do forward planning accordingly. In addition, the team will also conduct field visits for either verification or to basically observe progress

made, and these will be done in a structured manner by using a specific tool for gathering data. All information will be fed into a M&E database and MPS shall ensure that this system is robust and efficient as a repository. At the end of every year an annual review shall be conducted using mix methods approach and specific tools to gauge the extent to which planned activities have been achieved and map way forward. Lastly, a mid-term (after 2.5 years) and end of term (after 5 years) evaluations will be conducted. These will be done to measure performance against planned targets, in order to draw informed conclusions.

7.4 Dissemination of Findings and Reports

The findings and reports shall be shared to all relevant stakeholders for their knowledge and action. The reports shall be written in a structured format, and disseminated through the medium agreed upon by senior management within MPS. Such medium would include workshops, review meetings, news or press release, website, mail and e-mail.

7.5 M&E Linked to Performance Management

MPS will link the overall implementation plan to its specific departments or sections by allocating the specific activities and objectives. Within each department, the heads will assign specific activities to individuals or teams. At this level, these will then be linked to individual or staff appraisal system. This is crucial if MPS is to make headway and successfully implement this five year Strategic Plan. The HR department in close collaboration with M&E team will put together performance management framework within this context.

8.0 REFERENCES

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9.0 APPENDICES

Appendix # 1: List of People Consulted

NAME	DESIGNATION	ORGANIZATION
H/W Howard Pemba	Senior Resident Magistrate	Judiciary, Zomba
H/W Nkhata	Senior Resident Magistrate	Judiciary, Zomba
H/W T. Nyimba	First Grade Magistrate	Judiciary, Zomba
H/W Liyawo	First Grade Magistrate	Judiciary, Zomba
H/W Chavi	First Grade Magistrate	Judiciary, Zomba
Mr. Makwinja	Senior Court Marshal	Judiciary, Zomba
Mr. Felix Bewu	Sargent - Immigration	Department of Immigration, Zomba
Mr. Felix Msiska	Immigration Assistant	Department of Immigration, Zomba
Mr. Arnold Ndau	Immigration Assistant	Department of Immigration, Zomba
Mr. Lungu	Assistant Supretendant	Malawi Police, Zomba
Mr. Gerald Chinoko	Senior Inspector	Malawi Police, Zomba
Mr. Happy Mkandawire	Deputy Commissioner, and Officer-in-Charge for Prosecutions	Malawi Police Hq., Lilongwe
Mr. C. Banda	Desk Officer for Malawi Prisons Service	Ministry of Home Affairs
Mr. Tione Namanja	Senior State Advocate	Ministry of Justice and Constitutional Affairs
MPS Taskforce		
B. Chapuwala		Malawi Prisons Service
B. Simwela		Malawi Prisons Service
T. Nameta		Malawi Prisons Service
L. Mkandawire		Malawi Prisons Service
P. Mkandawire		Malawi Prisons Service
M. Kamowa		Malawi Prisons Service
S. Maliro		Malawi Prisons Service
E. Nsadzu		Malawi Prisons Service
Sinde		Malawi Prisons Service
F. Chalimba		Malawi Prisons Service
A. Ngwata		Malawi Prisons Service

Makande Farm Prison		
STAFF		
F. B. Alufisha	Inspector	Malawi Prisons Service
H. P. Makupe	Sergeant	Malawi Prisons Service
C. S. Mofolo	Sergeant	Malawi Prisons Service
S. V. Nkhoma	Warder	Malawi Prisons Service
E. L. Chide	Warder	Malawi Prisons Service
W. K. Banda	Warder	Malawi Prisons Service
V. Edgar	Electrician/ Kitchen	Malawi Prisons Service
T. Chikhadzula	Gate Keeper	Malawi Prisons Service
S. Somanje	Stores Staff	Malawi Prisons Service
R. M. Gama	HTC Counselor	Malawi Prisons Service
P. Kachingwe	In-charge of gardens	Malawi Prisons Service
INMATES		
10 prisoners	Convicts and remandees	Malawi Prisons Service