



EFFECTIVE UTILIZATION OF UNTAPPED MANPOWER: A case study of inmates

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Abstract

Prisons are places where there is ample availability of human resource but most of times it remains unutilised. Using management principle, the human resource and potential can be tapped, managed and routed for better use of the inmates as well as the society. Hence, prisons can be reformed into a place where there would be a complex interweaving of business activities and governmental interest. It would have a twofold agenda profit with social control. The researchers through this paper are using the example set by Kannur Central Jail, Kerala as to how efficiently untapped human potential in prisons could be utilized and a multi crore eatery business could be set up. The prisons in Kerala are turning out to be excellent cash receipts for the governments with an influx of 14 crores revenue into the kitty of Kerala government, thereby converting them into assets rather than liabilities. This paper is a case study of how the Kerala government has successfully converted their prisons into Rehabilitation centers rather than punitive places.

Key words: Prisons, convicts, eatery business, profit, rehabilitation

Introduction

Punishing the offenders has been one of the primary functions of all civilized societies. Globally prisoners are known to have existed throughout the history. Rigorous isolation and custodial punishment were believed as reforming measures for offenders. During the past two hundred years, the practice of punishment and public opinion has seen a wave of transformation mainly due to the rapidly changing social values of the people. From time immemorial, punishment was used with an intention of reducing the incidence of criminal behavior either by dissuading the potential offenders or by incapacitating and preventing those from repeating the offence or by reforming them into law abiding citizens. Till the beginning of the nineteenth century prisons have been a place where offenders have been kept captive and punished for the wrong doings. But belied this expectation often imprisonment had the opposite effects, with

development of various behavioral theories, the process of handling inmates began to change. In the past few decades inmates have been reformed into a rehabilitation centre's where in more emphasis is laid on ameliorating the conditions in the jail so that they have healthy impact on the prison inmates in developing a positive attitude towards the society and their own life. The objective of today's prisons is more of integrating the offenders / prisoners into the society after their release rather than punishing them for their offences.

Need for the study and objectives

Prisons are places where there is ample availability of human resource but most of times it remains unutilized. Using management principle, the human resource and potential can be tapped, managed and routed for better use of the inmates as well as the society. Hence, prisons can be reformed into a place where there would be a complex interweaving of

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Brief History of Prisons in India

Prisons in India were setup by the British regime and most of our prisons are more than 150 years old. The prison reforms in India was Initiated in 1836 on the recommendations of Lord Macaulay who was a British historian and Whig politician. The Indian jails committee of 1919 had made very progressive recommendations were unfortunately were never carried out. A beginning of jail reforms was made in the states with the installation of popular Governments in 1937 when political leaders with the first hand experience of prison applied in their minds to removing some of the rigors of prison. In recent days jail authorities are incorporated many skill development programmes, which makes the prison inmates economically self-reliant.

Prisoners in India

According to the Global Report on Crime and Justice 1999, the rate of imprisonment in our country is very low, ie 25 prisoners per one lakh population, in comparison to Australian(981 prisoners), England(125 prisoners), USA(616 prisoners) an Russia (690 prisoners) per one lakh population.

A Snap shot of the Human Resource in Jails

Total Number of jails in India 1391

Jail type	Capacity of Inmates	Population of Inmates
Central jails	1,51,421	1,83,525
District jails	1,26,909	1,70,979
Sub jails	46,993	43,281
Women jails	4,827	3,396
Open jails	4,316	1,224
Borstal schools	2,438	3,027
Special jails	10,490	6,300
Other jails	465	260
Total	3,47,859	4,11,992

Source: NATIONAL CRIME RECORDS BUREAU

Training

A total of 63,977 inmates were trained under various vocational training programmes in various

Jails during the year 2013. Like previous year, maximum number of training (10,084) was imparted in weaving followed by tailoring (6,090), carpentry (5,299) and agriculture (5,041) during 2013.

A Journey from being a liability to assets

Reformation and rehabilitation of jail inmates is a principle laid down in the UN Standard Minimum Rules, 1955, and is the corner-stone of the correctional policy of the Government of India. There are 1391 jails in India and in it reside nearly 4.12Lakh inmates as per National Crime Records Bureau (NCRB), 2013. Majority of the inmates work in general maintenance assignments including cleaning, repair and support functions. Experts agree that employment at jails provide important benefits. First, by keeping the inmates in productive work, it reduces the tensions within the jails. Second, it equips inmates to learn new work habits and routines and earn better wages. Finally, research studies indicate the rate of recidivism is lower for inmates with some skill exposure.

Most Jails in India offer skill development, work, entrepreneurship and empowerment programmes to the inmates. Most of these initiatives are targeted at creating small manufacturing or agri-based programs with majority of produce for self consumption. Efforts are being made by Jails to create scalable and sustainable business that can build long term economic benefits to jail inmates and overall prison development. Various rehabilitation and reform studies and research is done on changing the behaviour of the inmates and trying to reduce re-offences.

Tihar Jail has been considered as a pioneer in the economic rehabilitation program in India. It has nearly 12000 inmates. Tihar Jail Factory produces and markets products under the brand TJ's. It involves in various activities namely: Carpentry, Weaving, Tailoring& Baking School. Some products manufactured cater to the state government



requirement while products like bread and pickles manufactured are sold in the market through the TJ outlets in and around Delhi. The approximate earnings of the Jail factory is Rs 10 to 15 crores. According to data from National Crime Records Bureau (NCRB) 2013, 63,977 inmates were trained during the year. Weaving, Tailoring, Carpentry, Agriculture and Handloom are major training areas. The Andhra Pradesh Jails have also been in manufacturing and selling various products through the Jail factory. Some of the products manufactured are Steel Furniture, Soap, Agricultural Produces (Pulses and fruits), Bakery Products, Printing and Candles. The total revenue earned by all the jails in Andhra Pradesh was Rs. 5.31 crores for year 2010-11. The old Surat Jail and Sabarmati Central Jail in Ahmedabad have pakoracentres. Snacks are sold cheaper than market rates. Profits accruing from sale of pakoras are used to pay prisoner's labour charges. It also contributes to their jail welfare fund. The snacks centre of the Surat jail has a turnover of Rs.60 lakh a year.

State of Prison	Amount Earned (Rs. In Laks)
Delhi	2,792.9
Kerala	2,509.7
Bihar	1,423.1
Tamil Nadu	1,293.6
Maharashtra	1,248.1
Uttar Pradesh	1,057.6
The highest earning per inmate	
Kerala	33,937.8
Chandigarh	29,879.0
Delhi	20,608.8

Change Management:-An Innovative Method of handling Inmates

A Case Study of Kerala Jail:

As per statistics given by national crime records Kerala stands number 1 with 455.8 cases recorded for every 1,00,000 people. This alarming statistics made the government judicial system to probe into

the reason for such high crime record and also had them thinking about how to reform and rehabilitate the convicts apart from providing the traditional training on carpentry, masonry, sewing etc. They thought about innovative means to keep the inmates occupied and make them better suited for the society when released. The traditional theory in Prisons was to keep the culprits away from the society and save the society from evil. Whereas today the prisons follow Correctional theory, which suggests that the culprits should be reformed and made liveable in the society.

Genesis of an Innovative Idea

The idea behind the genesis of this movement can be traced back to DGP Dr. Alexander Jacob who was the Director General of police (Prison) in Kerala. He started this idea of cooking in prisons as he wanted to teach the prisoners some useful skill along with carpentry, masonry etc. This idea has created a win-win situation to the government as well as the inmates and is helping in rehabilitation of the prisoners. One of the jails that incorporated this corrective theory is Kannur Central jail, Kerala. It started off in the year 1867 with 88 acres of land and jail building occupying 37 acres of land. It houses 1100 male inmates. The work done by these inmates included agriculture, carpentry, masonry, tailoring, weaving and book binding. But from the past two years the Jail inmates are busy with culinary arts that has resulted in a profit of 2 crores for the government.

Cooked food from prisons started 2 years ago at the central jail in Thiruvananthapuram, Kerala. The state prison was literally taken by surprise at the response the received and this encouraged it to spread the programme to several other jails. Today eight, including three central prisons in Kerala are carrying the operation food with success. In the year 2013 the Kerala government received as much as 14 crore rupees from this cash generating recipe. This year the anticipated earning from eatery business is 22 crore rupees. Besides this the prison inmates are even recruited by many restaurants as



cooks. For convicts the job offer dissuades them from returning to crime after being released and besides as they regularly remit money to their houses from prison their family too doesn't have to do anything illegal to survive.

Benefits from the programme to the inmates:

1. The inmates get a wage of Rs. 117/- per day as against the other places which is Rs. 69/-. At the end of the month prisoners remit as much as Rs. 3500 to their families monthly. A good cook earns up to 1000 Rs per day equivalent to the earning of the jailor.
2. A portion of the money can be sent to their home and can also be used to buy essentials
3. Remission of sentence for the prison inmates -4 days per month (mounting to 48days a year)
4. Inmates get fully engaged in their work , hence avoid idle mind and also result in a positive attitude towards their jobs
5. Are in a position to learn new jobs and hence can be self-sufficient when they are released from the prisons
6. Have ample chances of being recruited in hotels /restaurant businesses through campus recruitment drive
7. Can even start their own business ventures with the vocational training they have received in eatery business.

Benefits from the programme to the government :

1. Easy management of prison inmates as they are occupied in the work which keeps them occupied most of the day
2. Availability of cheap labour
3. Government need not worry about funding the jails as economic returns reaped by the jails are enormous
4. The government need not worry about rehabilitating the prisoners back into the society as they are well trained to become self-sufficient and independent

5. On the whole the training given in the jails helps reduce the incidence of criminal behaviour.

Modus operand:

The inmates supply over 40,000 chapattis and curry a day. The biryani gets ready by afternoon and daily there are around 400 takers. The vegetables used are organic and are grown by the inmates. Kannur jail has also started paddy, coconut, rubber Tapioca, plantain and flower farming. Chicken is also reared in the jail compound. The Kannur jail sells 50kgs of ladoo and 200 kgs of banana chips a day. During festive seasons the sale multiplies. Animal husbandry too is practiced in Kannur jail. The animal waste and the food waste is used for biogas preparation and as fertilizers for organic farming. The hygiene maintained and quality assured in the food products with low cost has resulting in high demand for the food items prepared in the jail. It has also resulted in reducing the cost of food products in the neighboring areas of the jail. For eg. The cost of a chapatti was Rs. 6/- , but was supplied by the jails at Rs. 2/-. This has resulted in the hotels reducing the cost of chapatti to Rs. 2/- now adding to the pleasure of the civilians.

Pricing:

Product	Price	
1.	10 Chapattis	Rs. 20
2.	Vegetable curry	Rs. 15
3.	Egg curry	Rs. 15
4.	Chicken curry	Rs.25
5.	Chicken biriyani	Rs. 60

The quality products offered to the general public has been well received and during the last 1.5 years two crore rupees has been given to the government by Kannur jail alone. From being a liability prisons are turning out to be assets for the government. Jails are sprouting with culinary talent as healthy, tasty and affordable food is very much demanded by the general public. This idea received divine



proportion when devotees of Sabarimala temple too opted to get this food during their travel. This acceptance by the public actually shows that there has been a radical change in the way the prison inmates are being accepted in the society. Finally prisons are turning out to be places where reformation is brought about and no longer remain as a place where people are punished for their mistakes.

Conclusion

In conclusion, we the researchers would like to state that an idea generated in the mind of a dynamic DGP changed the position and practices of prisoners. A radical change has been brought about in the way prisoners are being viewed. From being liability they are now converted into assets, effective utilization of untapped manpower. The jails are now not rehabilitation centre but re-enabling centers. If this reformation would be brought about countrywide, an economic reformation would follow.

The difference between what we do and what we are capable of doing would suffice to solve most of the world's problem:

- Mahatma Gandhi

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