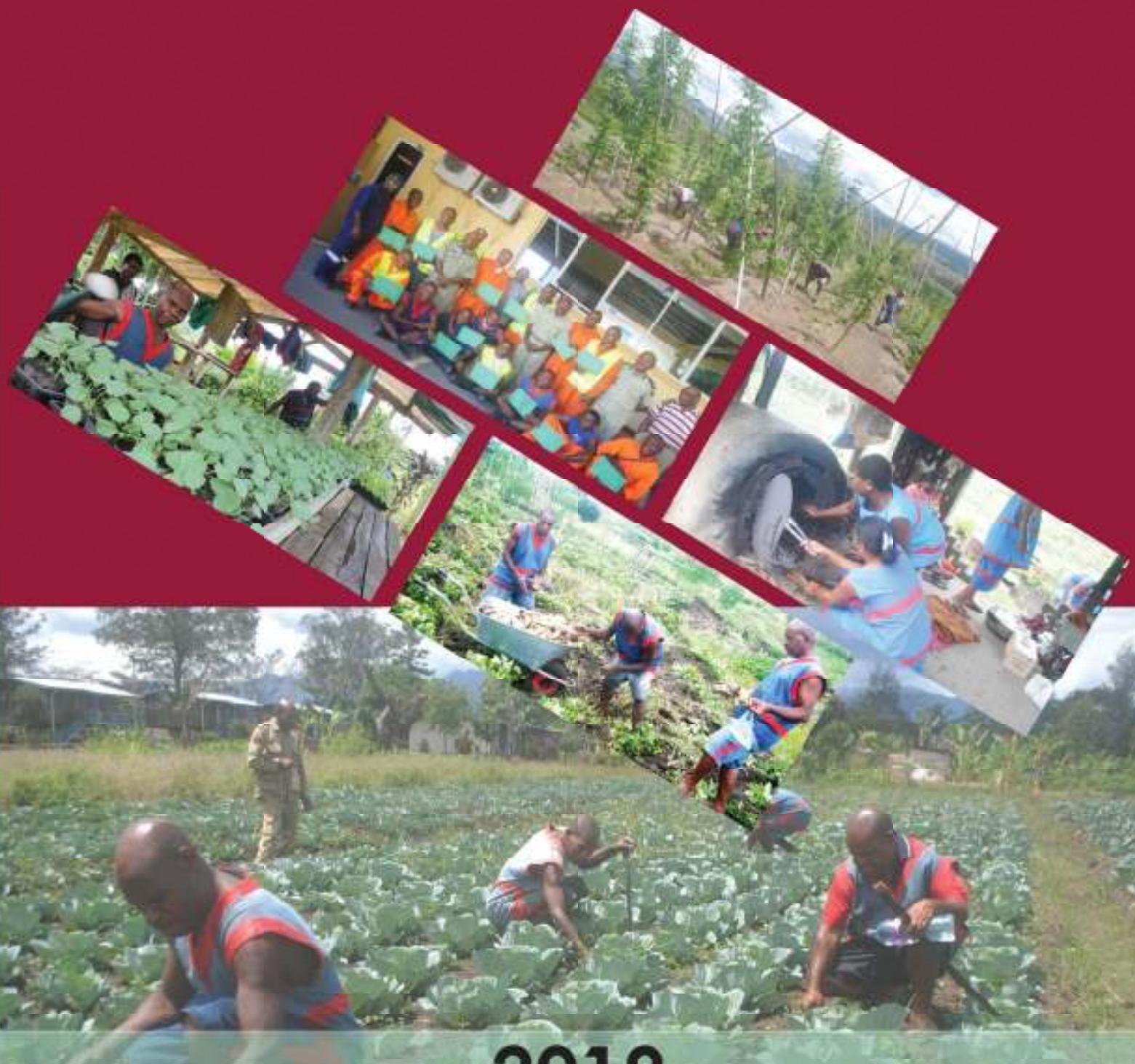




# PAPUA NEW GUINEA CORRECTIONAL SERVICE



**2019**  
**ANNUAL PLAN**  
1st January to 31st December



# PNG CORRECTIONAL SERVICE ANNUAL PLAN

1 JANUARY TO 31 DECEMBER 2019

## Contact Information

Compiled By:  
Policy, Planning and Evaluation Branch PNG Correctional Service  
P O Box 6889  
BOROKO  
National Capital District  
Ph: 675 3230965/3121700 Fax: 675 3230407

## Document history

Version	Effective date	Description of Revision	Prepared By	Approved By	Approval Date
1	07.Dec.2018	Document created First working draft	SMU	ACPPE	7.Dec.2018
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## OATH OF NATIONAL UNITY

We solemnly serve our ALMIGHTY GOD, Our Queen, our COUNTRY, and our PEOPLE

We serve ONE GOVERNMENT,

ONE COMMISSIONER, and ONE CORRECTIONAL SERVICE

We serve to correct and transform OUR DETAINES; OUR CITIZENS

We are Correctional Officers of

Papua New Guinea

## VISION

A Leader in Detainee management and Transformation - Contributing to a Just, Safe and Secure Papua New Guinea.

## MISSION

To enhance the safety and security of society through secure containment and rehabilitation of detainees in partnership with stakeholders in fulfilment of CS mandate and to achieve PNG Vision 2050.



## **Correctional Service's Code of Conduct**

**To achieve our Core Business Strategies, fulfil our Vision, our Mission, and our Goals and Strategies, Correctional Service Officers will endeavour to abide by this Code of Conduct at all times:**

### **Loyalty**

As Members of Correctional Service, We shall, at all times, pledge to serve our Country, our People, and our Government.

### **Honesty and Integrity**

As Members of Correctional Service, We shall, at all times, pledge to carry out our duties with honesty and integrity.

### **Respect**

As Members of Correctional Service, We shall, at all times, respect and uphold the rights of all Members, Detainees, and Citizens, regardless of race, sex, social status, including all forms of disabilities and religions.

### **Discipline**

As Members of Correctional Service, We shall, at all times, practice self-discipline and control, both on and off duty.

### **Confidentiality**

As Members of Correctional Service, We shall, at all times, keep confidential all matters, which we have acquired in an official capacity unless, revelation is necessary for the administration of justice.

### **Excellence**

As Members of Correctional Service, We shall, at all times, pursue for excellence and endeavour to improve our knowledge and image of our profession.

### **Morality**

As Members of Correctional Service, We shall at all times, not involve ourselves in activities which are unlawful, improper and which may contribute to national disunity.

### **Use of Office**

As Members of Correctional Service, We shall at all times, not use our Office, our Position, our Authority bestowed on us for our own self and personal gains.

### **Fairness**

As Members of Correctional Service, We shall at all times, carry out our duties without favour, malice, or ill-will.

### **Acceptance**

As Members of Correctional Service, We solemnly pledge to accept the spirit and desirability of this Code of Conduct and including all empowering legislations as an integral part of our personal and professional development and commitment to our work at all times.

We take full responsibility to abide by this Code of Conduct whilst in the employment with the Department of Correctional Service

A Leader in Detainee Management and Transformation – Contributing Purposely to a Just, Safe and  
Secure Papua New Guinea

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**Annexes**

- (a). CS 2019 Budget Appropriation
- (b). CS 2019 Monitoring Template
- (c). CS 2019 Reporting Template
- (d). AAIP Reporting Guide for Commanding Officers
- (e). CS Directory
- (f). Resolutions
- (g). Map

## GLOSSARY OF ABBREVIATIONS AND ACRONYMS

AAIP	Annual Activity Implementation Plan	DIR	Director
ACPFA	Assistant Commissioner, Personnel, Finance & Administration	JSS4D	Justice Services and Sustainability for Development
AC	Assistant Commissioner	KPI	Key Performance Indicator
AMS	Asset Management System	MoV	Method of Verification
BP	Business Plan	NCSTC	National Correctional College Staff Training College
CBO	Core Business Objective	NGIR	New Guinea Islands Region
CCC	Community Correction Centres	NGO	Non-Government Organization
CDF	Commander Defence Force	NJSS	National Judiciary Staff Services
CI	Correctional Institution	NPM	National Planning & Monitoring Department
CIRU	Correctional Institution Rehabilitation Unit	OIC	Officer in Charge
CJMSIP	Criminal Justice System Management Improvement Program	PALJP	Papua New Guinea Australia Law & Justice Partnership
CO	Commanding Officer	PI	Prison Industries
COMCS	Commissioner of Correctional Service	P&CR	Public & Community Relations
COP	Commissioner of Police	PNGCS	Papua New Guinea Correctional Service
CS	Correctional Service	PNGSF	Papua New Guinea Sports Foundation
CSET	Commissioner's Executive Team	PPP	Public Private Partnership
CSHQ	Correctional Services Headquarter	RLU	Rural Lock Up
CSSP 2011-2020	Correctional Service Strategic Plan 2011-2020	RPNGC	Royal Papua New Guinea Constabulary
DIR	Director	SHP	Southern Highlands Province
DC CA	Deputy Commissioner - Corporate Affairs	SMU	Strategic Management Unit
DC Ops	Deputy Commissioner - Operations	TRU	Technical Response Unit
DAL	Department of Agriculture & Livestock	TVET	Technical, Vocational, Education, Training
FAMU	Facilities & Asset Management Unit	WGA	Whole of Government Approach
IA	Internal Affairs	WHP	Western Highlands Province
ICT	Information, Communication & Technology	WSP	West Sepik Province

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Secure Papua New Guinea

## PERFORMANCE AGREEMENT

This Performance Agreement is signed between the Minister for Correctional Service (as the First Part) and the Commissioner (as the Second Part).

The parties to the agreement have agreed that the Commissioner has committed the Correctional Service Department to implement its annual priority activities in line with the Alotau Accord and other thematic priorities of the Government based on its implementation capacity.

The Commissioner commits to report annually to the Government on the implementation and performance of projects/activities under its eight core business objectives in the CS Strategic Plan 2011 - 2020.

The performance of the Commissioner and his executive team shall be assessed against the implementation of key priorities and are all accountable for their achievement or failure.

This performance agreement shall be reviewed annually to reflect emerging priorities.

The performance agreement is effective from the date of signing the agreement and shall remain effective for the duration of the agreement.

Signed by the Minister on behalf of the Independent State of Papua New Guinea and the Commissioner for PNG Correctional Services department.

HON. ROY BIYAMA

Minister  
Member, Middle Fly

Date: -----

STEPHEN POKANIS OBE DCS

Acting Commissioner

Date: -----

## PERFORMANCE AGREEMENT SCHEDULE

In the department thematic priorities are referred to as programs within which there are projects and activities. Captured below are specific projects that require particular attention and performance of which will be through formulation of a team/s of relevant and key officers as well as soliciting support from core senior professionals from other government/non-government organisations.

**Table 1: Key Projects for 2019**

Program	Key Project/Activity	Expected Output
<b>Modernisation Program</b>	<ol style="list-style-type: none"><li>1. Legislative Review</li><li>2. Review of Policies/Procedures</li><li>3. Establishment of institutions of Excellence</li><li>4. Organisational Structure</li><li>5. Security Classification of CIs'</li></ol>	<ul style="list-style-type: none"><li>• Legislative structures reviewed to ensure currency for implementation</li><li>• Governance structures reviewed and accommodate best practice and link to both international and current GOPNG Policies and practices</li><li>• CS is viewed as being compliant to standards of professionalism, accountable and conducts its business in a fair and transparent manner.</li></ul>
<b>Prison Industry</b>	Smart Projects (two projects per CI)	Smart viable projects that : <ul style="list-style-type: none"><li>• build detainee skills</li><li>• Support detainee diet</li><li>• Support CS budget</li></ul>
<b>Community Correction Centres</b>	<ol style="list-style-type: none"><li>1. Baiyer</li><li>2. Pangia</li><li>3. Balimo</li></ol>	<ul style="list-style-type: none"><li>• Increase in number of CCC's in communities</li><li>• Stakeholder ownership and supporting detainee rehabilitation and reintegration</li></ul>



Detainees meeting His Excellency, Governor General of Papua New Guinea Sir Bob Dadae GCL, GCMG, KStJ & his late wife Lady Hannah Dadae at Bomana prison while Jail Commander Superintendent Kiddy Keko looks on.

## 1. COMMISSIONER'S STATEMENT



Our Government calls for Improved Law and Justice and National Security towards creating a safe and competitive environment for investment is a tough call given the current economic climate of the country. The thematic areas for development of improvement are: Prison Industry Programs, continuation of Community Correction Centres (Rural Lock Up) Program, continuation of building the new jail project in Enga and the major infrastructure work projects in Beon Correctional Institution in Madang Province, Lakiemata CI in West New Britain, the implementation of specific recommendations of the National prison Review and the outstanding Legislation Review.

Our Minister has echoed strong push for Self-Reliance through Prison Industry and Rehabilitation of our Detainees. He has raised a lot of concerns on slackness to maintain strong vigilance in our Correctional Institutions to stop further escapes. This is not only the concerns raised by our Minister. It is the highest expectation of our Government and our People, as well as Business Houses and Private Sectors wanting to see Correctional Service become more effective in securing and managing Detainees under our care in a more efficient and effective manner.

During the Senior Managers Conference held in October-November 2018 at Port Moresby; all Senior Managers to Correctional Service Executive Team approved and endorsed the major priorities for implementation in 2019. These priorities include: Crop and Cash-Crop Farming, Animal and Bird Farming, TVET Programs, Fish Farming and other industries that we will implement in 2019.

We have also agreed to start the Modernization Program, and with support from JSS4D, we will be looking at Biru Correctional Institution and Bihute Correctional Institution as the Institutions of Excellence in 2019. The modernization program will continue this year up to 2022.

We will be training over 200 Officers this year through normal Recruit Training, Cadet Training and Professional Trainings at Colleges and Tertiary Institutions. We will have a one-off promotion this year once the Minor Organizational Structure is completed and approved.

We will open the Moreguina Community Corrections Centre, start building the Balimo Community Corrections Center, and work on the Pangia and Baiyer Community Corrections Centers' designs and costs. We will also commence, building Detainee Dormitories at Giligili, Buimo, Boram, Barawagi and looking at general maintenance throughout critical Institutions.

With our Minister and I: we look forward to more high performance this year from all our Correctional Institution. This can only be achieved with all your commitment and your total support.

God bless us.

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STEPHEN POKANIS, OBE DCS  
Acting Commissioner

## 2. Introduction

This Annual Plan derives its basis from the CS Strategic Plan 2011-2020 where Correctional Service connects with key reforms of the O'Neill-Abel Government enunciated in the second 'Alotau Accord'. It also aligns with and supports the Whole of Government Development Approach as captured in the key national development documents and policies. This Annual Plan is resourced by the 2019 CS Annual Budget and the development budget targeted towards implementing the CSSP 2011-2020 on an annual basis.

The main purpose for the structure of this Annual Plan is to provide focus and guidance in what we do across the organisation and at the same time creating and promoting a 'continuous improvement' culture and user friendly 'sustainable services' in our operations. The annual plan was developed after numerous consultations/meetings at the headquarters level, and a planning workshop that was held at the Hideaway Hotel in Port Moresby from the 29<sup>th</sup> October – 2<sup>nd</sup> November 2018.

This annual plan has a total of one hundred (100) activities for implementation in 2019. Correctional Service also encourages stakeholder partnerships in these challenging times of, overcrowding by detainees in corrective institutions, limited operational resources, failing infrastructure and other limited organisational capacity to support the implementation of these activities so that together we can all contribute to a Just, Safe and Secure Society for All.

### 2.1 Legislative Framework and Policy Alignment

Correctional Service is established as a state Service under Section 188(2) of the national constitution. Further its roles and functions are established in the Correctional Service Act 1995 (amended). Its core business is found under Section 7 (1) (a, b, c, d) of the CS Act 1995.

Further Correctional Service performs its functions in alignment to higher government policies, including; the PNG Vision 2050, the PNG Development Strategic Policy 2010-2010, Strategy for responsible Sustainable Development, the Medium Term Development Plan III 2018 - , key result area (#4), improved law and justice and national security, priorities of Alotau Accord II and the LJS Strategic Framework. The CSSP 2011 - 2020, sets the roadmap for implementing these higher level government policies.

The CSSP 2011-2020 has eight core business objectives:

- i) Corporate Excellence and Governance
- ii) Detainee management & Containment Services
- iii) Community Correction Centres
- iv) Detainee Rehabilitation & reintegration Services
- v) Strategic Partnerships and Co-ordination Services
- vi) Infrastructure Development, Management & Sustainable Services
- vii) Prison Industries, Management & Administration Services
- viii) National Security Responsiveness

Our vision, mission and values lead our path in achieving our core business objective.

**PROGRAM MANAGEMENT**

**PROGRAM 1: ENHANCING EFFICIENT DELIVERY OF FIELD OPERATIONS SERVICES FOR CORRECTIVE INSTITUTIONS**



**PROGRAM MANAGER: MR DENNIS PIANDI LLB DCS  
Deputy Commissioner, Operations**

**Table 2: OPERATIONS DIVISION MANAGEMENT PLAN**

ACTIVITY	ACTION OFFICER/S	TIME FRAME	FUNDING AUTHORITY	AUTHORITY	OUTPUT/PUBLIC VALUE
Effective operations of all corrective institutions including community correction centres (RLU)	Assistant Commissioners; Highlands, Northern, Southern, Islands and twenty (20) commanding officers	Jan - Dec	Recurrent/Development	PNGCS Act 1995, CSSP 2011-2020, UN Minimum Prison Standards	Safe peaceful society
Management and Co-ordination of Prison Industries	All Regional ACs, Commanding Officers, Director PI	Jan - Dec	PI Trust Account	PNGCS Act 1995, CSSP 2011-2020	Vibrant industries in all Cls'.
Stakeholder Partnerships	ACs', Commandant, Commanding Officers	Jan - Dec	TBA	PNGCS Act 1995, CSSP 2011-2020	Participation and ownership from stakeholders
Government security aspirations and responsiveness to national events	ACs', Commandant, Commanding Officers	Jan-Dec	Recurrent	PNGCS Act 1995, CSSP 2011-2020	Active discipline force



**PROGRAM MANAGER: MR MICHAEL MOSIRI  
A/Deputy Commissioner, Corporate Services**

**Table 3: CORPORATE SERVICES DIVISION MANAGEMENT PLAN**

ACTIVITY	ACTION OFFICER/S	TIME FRAME	FUNDING AUTHORITY	AUTHORITY	OUTPUT/PUBLIC VALUE
Major Organisational Policies and Reviews:					
National Prison Review Organisational Re-structure Legislative Review	AC PPE, AC PFA, Legal, Other ACs, CLRC		Recurrent	PNGCS Act 1995, CSSP 2011 - 2020	Practical and sound legislations and policies in place
Effective organisational and financial management	AC PPE, AC PFA, Legal, Other ACs, DPM, Finance		Recurrent/capital	PNGCS Act 1995, CSSP 2011 - 2020	Effective compliance of financial management standards and debt reducing strategies
Human resource development	AC PFA, Commandant		Recurrent	PNGCS Act 1995, CSSP 2011 - 2020	Well trained and disciplined CS officers complying to CS work ethics
Development Projects	AC PPE, AC PFA		Capital	PNGCS Act 1995, CSSP 2011 - 2020	Improvement in infrastructure and other capital works enhancing prison services

### 3. BUDGET APPROPRIATION

Despite the economic down turn; funding to implement the Correctional Service 2019 Annual Plan will be provided from the 2019 Recurrent and Development Budget. This arrangement, unlike past experiences where Annual Plans were not funded directly, programs, projects and activities are allocated estimated funding to be drawn from the 2019 Budget. With an annual allocation of K166.7 million allocated to CS in the 2019 Budget, it is planned that key projects, programs, development projects and activities will be implemented.

**Table 4: Summary of Agency Expenditure by Program Structure and CSSP 2011 -2020 CBOs'.**

Activity		Appropriation		Core Business Objectives
Code	Description	2018	2019	CBO #
Main Program	Law Courts And Judicial Operations		10,000.0	1
Program	Administration & Improvement of Laws and the Legal System		10,000.0	1
23045	Mukurumanda Jail Rehabilitation Project		10,000.0	6
Main Program	Prison Administration and Operations	119,697.9	136,565.6	1
Program	General Administration	8,8875.2	7,740.8	1
11756	Payroll Services	8,875.2	7,740.8	1
Program	Prison Administration and Improvement	104,947.5	112,216.2	4,6
10260	Top Management & Administrative Services	3,259.5	8,221.0	1
10261	Policy & Administration	8,009.6	8,017.0	1
10262	Operational Field Command	4,996.4	4,835.6	3,4,5,6,7,8
10266	Southern Region Prisons Administration	332.2	325.2	2
10267	Northern Region Prisons Administration	413.1	408.6	2
10268	Islands Region Prisons Administration	332.7	325.7	2
10269	Highlands Region Prisons Administration	361.2	355.0	2
11756	Legal Services	294.5	298.9	1
11757	Internal Audit Services	270.8	275.8	1
11758	Finance & Budget	784.5	804.9	1
11759	Human Resource	3,573.9	4,986.1	1
11760	Administration-HR	336.0	342.9	1
11761	Information Technology Services	388.2	391.2	1
11762	Training Development - HQ	177.7	180.0	1
11763	Facilities Asset Management Unit	3,823.1	3,695.8	6,7
11764	Community Relation	711.1	676.8	5
11766	Bomana Prison Administration	11,571.3	11,835.6	3,4,5,6,7,8
11767	Ningerum Prison Administration	1,220.8	1,230.8	3,4,5,6,7,8
11768	Biru Prison Administration	2,839.9	2,883.0	3,4,5,6,7,8
11769	Giligili Prison Administration	3,125.5	3,159.6	3,4,5,6,7,8
11770	Daru Prison Administration	1,415.8	1,431.1	3,4,5,6,7,8
11771	Bulimo Prison Administration	6,655.7	6,755.9	3,4,5,6,7,8
11772	Boram Prison Administration	4,527.0	4,607.9	3,4,5,6,7,8
11773	Beon Prison Administration	4,832.2	4,911.3	3,4,5,6,7,8
11774	Vanimo Prison Administration	2,207.3	2,231.8	3,4,5,6,7,8
11775	Kerevat Prison Administration	5,281.8	5,360.1	3,4,5,6,7,8
11776	Kavileng Prison Administration	2,888.4	2,917.3	3,4,5,6,7,8
11777	Lakiemata Prison Administration	4,080.1	4,146.9	3,4,5,6,7,8

11778	Buka Prison Administration	2,125.5	2,143.6	3,4,5,6,7,8
11779	Manus Prison Administration	1,856.8	1,860.6	3,4,5,6,7,8
11780	Bundaira Prison Administration	2,395.8	2,436.2	3,4,5,6,7,8
11781	Bihute Prison Administration	3,877.7	3,921.7	3,4,5,6,7,8
11782	Barawagi Prison Administration	3,812.9	3,846.3	3,4,5,6,7,8
11783	Baisu Prison Administration	7,579.5	7,721.0	3,4,5,6,7,8
11784	Mukurumanda Prison Administration	1,425.2	1,458.0	3,4,5,6,7,8
11785	Bui-ebi Prison Administration	3,163.8	3,217.0	3,4,5,6,7,8
Program	Training	3,655.4	3,717.6	1
10265	Staff Training College	3,655.4	3,717.6	1
Program	Ministerial Services	219.8	211.0	1
10270	Minister's Support Services	219.8	211.0	1
Program	Other Multi-Functional Development Projects	2,000.0	2,000.0	6,7
22957	Prison Industries Program	2,000.0	2,000.0	6
Program	Support Services (Logistics)		10,680.0	1
13182	CIS District Services		10,680.0	1
Main Program	Miscellaneous Law and Order Services	10,000.0	20,000.0	1
Program	General Administration	10,000.0	20,000.0	1
22594	CS Infrastructure	10,000.0	20,000.0	6
	Grand Total	<b>129,697.9</b>	<b>166,565.6</b>	

Table 4 above highlights the link between the 2019 budget and CSSP 2011 -2020, and its eight core business objectives. The annual plan and the annual budget are not stand alone objects but run parallel and support resource the implementation of the 2019 AAIP.



*Ablution block, Haus win & 20 men dormitory  
Lakiemata CI. WNBP*



*Misima Community Correction Centre  
Milne Bay Province*

**Table 5: SCHEDULE FOR PERFORMANCE REVIEW AND REPORTING**

DATE	ACTIVITY
April	First quarter review workshop
April	First quarter review report submitted
July	Second quarter review workshop
July	Second quarter review report submitted
October	Third quarter review workshop
October	Third quarter review report submitted
December	Final quarter review workshop
January 2019	2018 Annual Management report All statutory reports done

**Table 6: STATUTORY ANNUAL REPORTS**

REPORT	REQUIRED UNDER
1 CS Annual performance Report	PSMA
2 CS Annual Financial Report	PFMA
3 CS Annual Training Report	PSMA
4 Project Management Report	DNPM requirement
5 Juvenile Justice Annual Report	JJ Act
6 Annual Report by Parole Board	Parole Act
7 Ministerial Briefs	
8 Reports to CACC	PMSA
9 Report to PM & NEC	PMSA
10 Report to Law & Justice	L&JS sector requirement
11 Dissemination of reports for public consumption	



*Reaching out to the communities*

## **DETAILED BRANCH WORK PLANS**

**Table 6: DETAILED 2019 BRANCH WORK PLANS BY CORE BUSINESS OBJECTIVES**

ACTIVITY SCHEDULE						
Objectives/Projects/ Programs/Activities	Locations	Responsible Officers	Estimated Timeframe	Operational Capability	Performance Indicators	
<b>CBO 1: Corporate Excellence in Correctional Service.</b> To provide strong policies and programs targeting a well-balanced leaders and managers; a well-trained and resourced manpower, sound and constructive legislation, for better and improved management and administration of Correctional Service.						
1.1 Develop, publish, disseminate and implement the CS AIP 2020	HQ	Commissioner & CSET	Jan - Dec	Recurrent Budget	Budget reports	
1.2 Implement CS 2019 AIP and provide regular progressive reports	HQ	Commissioner & CSET	Jan- Dec	Recurrent Budget	Various operations and management reports	
1.3 Maintain consistency in timely disbursements of PE for Officers	All CS Establishments	AC -PFA	Jan - Dec	Recurrent Budget	Personnel /Staff Benefit Reports	
1.4 Provide leadership and support to co-ordinate and Implement CS Budget and the Sector allocated Budget	HQ	Commissioner & CSET	Jan - Dec	Recurrent Budget	Budget reports	
1.5 Provide leadership to support the operations/management of CSHQ, CS Training College & Corrective Institutions	HQ	Commissioner & CSET	Jan- Dec	Recurrent Budget	Various operations and management reports	
1.6 Support/Facilitate the management and implementation of Personnel Emoluments/Staff Benefits	All CS Establishments	AC -PFA	Jan - Dec	Recurrent Budget	Personnel /Staff Benefit Reports	
1.7 Develop long term Human Resource development Plan to support future HR capacity requirements for CS (Organisational Capacity Development)	HQ	AC PFA		Recurrent Budget	Documents developed and in use.	
<ul style="list-style-type: none"> <li>▪ Development and implementation of relevant HR policies to guide and improve administration</li> <li>▪ HR development and Training</li> <li>▪ Organisational Development Capacity</li> <li>▪ Recruitment and selection</li> <li>▪ Performance Management</li> </ul>						
1.8 Establish a CS Modernisation Team to coordinate implementation of the National Prison Review recommendations	CSHQ	Commissioner CSET		Recurrent Budget	Meeting reports	
<ul style="list-style-type: none"> <li>▪ Identify and establish two institutions of excellence</li> <li>▪ Reclassify current correctional facilities and specialised centres</li> </ul>		All CS Establishments	CSET	8 months	Recurrent Budget	
1.9 Continue and complete the CS legislative Review				Draft Review Document..		

Objectives/Projects/Programs/Activities		Locations	Responsible Officers	Estimated Timeframe	Operational Capability	Performance Indicators
Facilitate implementation of NEC Decision #345/2014						
1.10	<ul style="list-style-type: none"> <li>* Updating of legislation, regulation, Policies, Standard operating procedures</li> <li>* PP Projects-Land Acquisitions &amp; Re-location</li> </ul>	Selected Institutions	CSET	8 months	Recurrent Budget	Draft Review Document & Lands Acquisition reports
1.11	Create positions and make appointments for an Assistant Commissioner and support staff for Bougainville CS Office	CSHQ	CSET	March	Recurrent Budget	Working Team put in Place working on Draw Down of Powers
1.12	Complete Minor and Major CS organisational structures	All CS Establishments	AC PFA/All AC's	By June	Recurrent Budget	Approved Organisational Structure by DPM
1.13	Establish and Strengthen Monthly Expenditure Committees (MERC) to monitor and approve all claims over K10,000.00 for payment	MERC	AC - PFA Finance Director	Jan-Dec	Recurrent Budget	Expenditure Reports on Goods & Services.
Continue Capacity development and training for Officers through internal and external training and mentoring through:						
1.14	<ul style="list-style-type: none"> <li>* Leadership accelerating Program (supervisory to executive command)</li> <li>* Continue to support cadet officers training at Joint Forces College</li> <li>* Support training initiatives for members both internally and externally</li> <li>* Support donor other aided training initiatives</li> </ul>	All CS Establishments	AC - PFA	Jan - Dec	Recurrent Budget	HR Development Report.
1.15	Facilitate and support recruitment for 120 warders	CSHQ	AC PFA/All CSET	Dec - January	Recurrent Budget	100 New Personal on CS Strength
1.16	<ul style="list-style-type: none"> <li>* Professionals, Program officers, Technical officers, General custodial officers</li> </ul>	All CS Establishments	AC - PPE	Jan - Dec	Recurrent Budget	Activity Implementation Report.
1.17	Support organizational Policy Development, Planning, Monitoring and Reporting.	CSHQ	AC PPE / Regional AC's	May	Recurrent Budget	Commanders Conference Report.
1.18	Facilitate CS Commanders Conference.	CSHQ	AC PPE/ All Directors	Jan - Dec	Recurrent Budget	Progressive Report,

Objectives/Projects/ Programs/Activities	Locations	Responsible Officers	Estimated Timeframe	Operational Capability	Performance Indicators
1.19 Conduct Financial Management Audits. <ul style="list-style-type: none"> <li>• CS Internal functions</li> <li>• Co-ordinate Auditor Generals annual report for 2019</li> </ul>	CSHQ	Director Audits	Jan - Dec	Recurrent Budget	Financial Audit Report.
1.20 Improve and expand Information Communication Technology. <ul style="list-style-type: none"> <li>• Detainee database rollout to Romania, Bulgaria, Baisu and Kerevati</li> </ul>	CSHQ	IT Director	Jan - Dec	Recurrent Budget	ICT Improvement Program Report to Romania and Bulgaria
1.21 Complete and publish outstanding Annual Performance Report for 2017 and 2018 including outstanding Financial Reports	CSHQ	AC - PPE	March	Recurrent Budget	All ARP published and Presented at the Floor of Parliament
1.22 Develop and Publish Annual Detainee Statistics Reports by Offences.	CSHQ	AC - Highlands, Southern, Northern, Islands regions	October	Recurrent Budget	Statistics produced to Commissioners Office.
1.23 Facilitate and Complete CS Strategic Modernization Plan 2019 - 2022	CSHQ	AC - PPE	March	Recurrent Budget	Draft CP by January
1.24 Develop and Complete CS Human Resource Development and Training Plan 2019-2020	CSHQ	AC - PFA	April	Recurrent Budget	Training Plan to be completed
1.25 Review, Develop and Complete CS 2020 Budget Plan.	CSHQ	DCCS, Dir Finance	April	Recurrent Budget	Budget submission for 2019 by Nov
1.26 Complete and Publish CS 2017,2018 Financial Reports	CSHQ	Director Finance	Dec	Recurrent Budget	Financial Reports produced
1.27 Publish CS 2017 Annual Performance Report and compile and complete 2018 APR	CSHQ	DCCS, ACPPE	August/December	Recurrent Budget	APR 2017 be completed in August/2018 by December
1.28 Conduct mandatory Commanding Officer duties and submit reports <ul style="list-style-type: none"> <li>• Monthly CIWMT meetings, quarterly Staff meetings, Discipline case hearings, monthly classification meetings and compiling parole reports, LOA trainings, Monthly project meetings, conduct regular area patrols, conduct quarterly surprise searches, training reports, stakeholder meeting reports</li> </ul>	CSHQ/All Institutions/CSTC	All Commanding officers/Commandant	Jan - Dec	Recurrent Budget	Meeting minutes/reports produced
1.29 Implement CS Salary policy 2017-2019	CSHQ	DCCS	June	Recurrent Budget	Salary Review of submitted to SCMC by March 2019
1.30 Inspect, clear and archive Records and Improve archive management System	CSHQ	AC - PFA	May - Aug	Recurrent Budget	Reports on records and archive management.

Objectives/Projects/Programs/Activities	Locations	Responsible Officers	Estimated Timeframe	Operational Capability	Performance Indicators
1.31 Conduct investigations, prosecutions and hearing of Disciplinary cases.	CSHQ/All institutions	Dir. Internal Affairs	January - December	Recurrent Budget	Report on outstanding cases completed and new cases in progress
1.32 Monitor and report on all impact projects	CSHQ, / Specific Institutions	Director FAMU	Jan -Dec	Recurrent Budget	Project Status Reports
1.33 Facilitate the Implementation of NEC approved PPP Projects	CSHQ/Specified institutions	CSET			Progressive Reports on Land Acquisition, Progressive Reports on Mukurumanda, Belkut development.
1.34 Develop three year staff professional development plan/strategy 2017 to 2020	CSHQ	ACPFA, DC CS	June	Recurrent Budget	Draft Staff Development Plan
1.35 Finalise Pension Policy for submission to NEC in 2019	CSHQ	DCCS, ACPFA	March	Recurrent Budget	Draft documents and Legislation for Pension for all Correctional Officers completed
1.36 Develop and execute CS HR Exit Plans and including Budget for 2019-2022	CSHQ	AC PFA	Feb	Recurrent Budget	List of officers ready for retirement/ retrenchment identified and notified in the first quarter.
1.37 Develop and execute HR Policies & Plans	CSHQ	AC PFA	Feb	Recurrent Budget	List of officers ready for retirement/ retrenchment identified and notified in the first quarter.
1.38 Facilitate Debt Services Strategies	CSHQ, Institutions	CSET, Director Finance	Jan-Dec	Recurrent Budget	Areas of improvement in cost saving and Circulars sent
1.39 Support Internal services; IT, Communication, Financial, HR and other Administrative support fields.	CSHQ	All Directors, DCCS, ACPFA and ACPE	Feb - Dec	Recurrent Budget	Progressive Reports
1.40 Facilitate the Development of CS Environmental Strategy.	ACPPE, Director FAMU and CSET	Lands Officer/Director FAMU	March	Recurrent Budget	Recruitment of a Lands Officer

Objectives/Projects/ Programs/Activities	Locations	Responsible Officers	Estimated Timeframe	Operational Capability	Performance Indicators
1.41 Support and engage in JSS4D Programs: Prison Service Charter, Gender mainstreaming, Prison Industries	CSHQ	AC PPE	Jan - Dec	Recurrent Budget	Progressive Reports
<b>CBO 2: Detainee Management and Containment Services.</b>  To provide programs which are proven to be effective in secure, humane containment and management of detainees in custody.  Classify and categorise Institutions for better governance, control and management.  Highlands region CIs'.					
2.1	<ul style="list-style-type: none"> <li>• Baisu CI classified high security institution for Highlands region</li> <li>• Bihute CI classified low security institution for highlands region</li> <li>• All others in the highlands region are classified medium security institutions</li> </ul>	All CS Institutions  Assistant Commissioners/ Commanding Officers/ DC Ops	Jan - Dec	Recurrent Budget	Reports on Detainee Management.
2.2	<p>Southern Region</p> <ul style="list-style-type: none"> <li>• Bomana classified High Security Centre</li> <li>• Other CI's to remain as current</li> </ul> <p>Northern region</p> <ul style="list-style-type: none"> <li>• Continue to remain as current</li> </ul> <p>Islands Region</p> <ul style="list-style-type: none"> <li>• Kerevat CI MSU classified to High security</li> </ul>	All CS Institutions  Assistant Commissioners/ Commanding Officers/DC Ops	Jan - Dec	Recurrent Budget	Reports on Containment Services.
2.3	All Correctional Institutions to have their Annual Implementation Plan for 2019	CS Institutions  Assistant Commissioners/ Commanding Officers	Jan - Dec	Recurrent Budget	Report on National Court Expenditures.
2.4	Support Regional Command to manage and operate Regional Correctional Institutions.	CSHQ  Regional Assistant Commissioners/DC Ops	Jan - Dec	Recurrent Budget	Regional management Reports
2.5	Support and Develop Risk Management (Contingency) Plans for all corrective institutions including HQ and CSTD in Flood, Fire, Escapes, Disease outbreak, and Drought in Regional Jails	CSHQ/ All institutions  Regional Assistant Commissioners	June	Recurrent Budget	Contingency Plans in Four Regional CIs
2.6	Explore options to build 4 Regional Remand Facilities.	Bomana, Baisu, Buimo & Kerevat  CSET	Jan - Dec	Recurrent Budget	Activity Implementation Report.
2.7	Establish Medical files to record interviews done on every Detainee incarcerated to Correctional Institutions about their	CSHQ/ Institutions  DC Ops and AC Regions	Jan - Dec	Recurrent Budget	

Objectives/Projects/Programs/Activities	Locations	Responsible Officers	Estimated Timeframe	Operational Capability	Performance Indicators
medical history					
2.8 Maintain Monthly inspection consistently in keeping hygiene and cleanliness of Detainees' Facilities.	CSHQ/Institutions	DC Ops, AC Regions	Jan - Dec	Recurrent Budget	Reports and Images of works completed
2.9 Continue providing Health services to Detainees, Officers and families and people from nearby communities	CSHQ/Institutions	DC Ops, Dir Medical Services	Jan - Dec	Recurrent Budget	Medical Reports and Statistics
2.10 Commanding Officers to conduct monthly Risk Assessment on every detainee to determine their risk status and the report should be presented to Classification Committees and to Security Officers.	All Institutions	Commanding Officers	Jan - Dec	Recurrent Budget	
2.11 Support and Facilitate appropriate humane containment services	CSHQ/Institutions	DC Ops and AC Regions	Jan - Dec	Recurrent Funding	
2.12 Support and Facilitate maintenance, Installation of Correctional Institutions security systems	CSHQ/Institutions	DC Ops, AC Regions	Jan - Dec	Recurrent Budget	Reports and Images of works completed
2.13 Support & Improve the delivery of medical and Health services in CS Institutions	CSHQ/Institutions	DC Ops, Dir Medical Services	Jan - Dec	Recurrent Budget	Medical Reports and Statistics
<b>CBO 3: Community Corrective Services.</b> To provide effective rehabilitation and re-integration program and services through Community Corrective Centre's-Community Participatory Approach leading to a successful re-integration of detainees to Society.					
3.1 Engage in consultation with Simbu, ESP, Morobe, Central & Milne Bay Administration to establish MOA on the operation of Community Correctional Centres (RLUs).	CSHQ	CSET	6 months	Recurrent Budget	MOUs developed.
3.2 Consult with appropriate stakeholders & Develop CCC/RLUs Annual Programs.	CSHQ	Dir. CCC	6 months	Recurrent Budget	Implementation Report on Institutions Signed
3.3 Review and Develop CCC/RLU Policy and Structure.	CSHQ	Dir- CCC	3 Months	Recurrent Budget	CCC Annual Programs developed.
3.4 Explore options to build community correction centres:	CSHQ	Dir- CCC	Jan - Dec	Recurrent Budget	Document completed
3.5 Facilitate the Opening of Moregina CCC	Moregina	Dir- CCC	TBA	Recurrent Budget	Reports

Objectives/Projects/Programs/Activities	Locations	Responsible Officers	Estimated Timeframe	Operational Capability	Performance Indicators
<b>CBO 4: Detainee Rehabilitation and Re-integration Services.</b> To provide rehabilitation and re-integration programs through effective provision of spiritual, educational, life skills, agriculture, and in vocational training focused on rebuilding, equipping and transforming detainees into better citizens.					
4.1 Design Training Needs Analysis to assist in developing Detainee Training and Development plan suitable to for their development.	Selected Institutions, Bonman	Regional ACs Dir - Prison Industries	10 months	Development Budget	Reports on Detainee Training conducted at Bonman and other institutions
4.2 Review, Facilitate and complete Health Sectoral MOU between CS and Provincial Health Authorities to sustain Medical Services in Correctional Institutions for Detainees. Officers, Families.	All Institutions	Regional ACs Dir- Medical Services	6 months	Recurrent Budget	Report on Medical Services provided and the status update.
4.3 Implement Key projects in selected Correctional Institutions as agreed to by Commanding Officers,	CSHQ	DC Ops/Regional ACs Director PI	2 Months	Development Budget	Progressive Report and Draft Plan of Action
4.4 Facilitate and implement the Rehabilitation and PI Policy, and complete Prison Industry plan of Action.	CSHQ	DC Ops/Regional ACs Director PI	July - August	Recurrent Budget	Progressive Report and complete Plan of Action
4.5 Facilitate and support Detainee Training through TAFE & others by conducting training in corrective institutions	Selected Institutions, Bonman	Regional ACs Dir - Prison Industries	10 months	Development Budget	Reports on Detainee Training conducted at Bonman and other institutions
4.6 Facilitate sporting & other recreational activities	All Institutions	Commanding Officers	Jan-Dec	Development Budget	Events report
4.7 Support the implementation of rehabilitation programs on; Education, Literacy & numeracy & other appropriate rehab programs	All Institutions	Regional ACs, Director PI Industry, Commanding officers	Jan-Dec	Development Budget	Rehabilitation program
<b>CBO 5: Strategic Partnership Coordination Services.</b> To promote stakeholders partnership to support implementation of detainee rehabilitation and re-integration programs;					
5.1 Consult with stakeholders to support detainee rehabilitation programs:	CSHQ	CSET Dir, Prison Industries	July-Oct	Development Budget	Consultancy Meeting Report,