

|                                                                                                                                                                                                              | Objectives/Projects/<br>Programs/Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Locations             | Responsible Officers             | Estimated<br>Timeframe | Operational<br>Capability | Performance Indicators                                                 |
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|                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Others</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                       |                                  |                        |                           |                                                                        |
| 5.2                                                                                                                                                                                                          | Consult with Dept. of Education to organise & facilitate TVET Programs at Bomana Correctional Institution and development of MOU.                                                                                                                                                                                                                                                                                                                                                                                              | CSHQ                  | Dir. Prison Industries           | March - June           | Development Budget        | Consultancy Meeting Report.                                            |
| 5.3                                                                                                                                                                                                          | Facilitate initiatives to partner service providers to deliver rehabilitation and re-integration programs for detainees.                                                                                                                                                                                                                                                                                                                                                                                                       | Selected Institutions | Dir. Prison Industries           | Jan - Dec              | Development Budget        | Activity Implementation Report.                                        |
| 5.4                                                                                                                                                                                                          | Support CIs in implementing detainee rehabilitation and re-integration programs.                                                                                                                                                                                                                                                                                                                                                                                                                                               | Selected Institutions | Dir. Prison Industries           | March-Oct              | Development Budget        | Activity Implementation Report.                                        |
| 5.5                                                                                                                                                                                                          | Develop Detainee Re-Integration Policy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | CSHQ                  | CSET<br>Dir. Prison Industries   | June                   | Recurrent Budget          | Working Document Developed./ Review of LOA                             |
| 5.6                                                                                                                                                                                                          | Support and Facilitate Detainee Welfare and Rehabilitation Programs                                                                                                                                                                                                                                                                                                                                                                                                                                                            | CSHQ/ Institution     | CSET and Dir PI                  | Jan - Dec              | Recurrent Budget          | Support report on finance, equipment and other associated arrangements |
| <b>CBO 6: Infrastructure Development, Management and Sustainable Services.</b><br><b>To provide an effective Infrastructure program for accommodation, recreation and for corporate and operational use.</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                       |                                  |                        |                           |                                                                        |
| 6.1                                                                                                                                                                                                          | Complete Lakiemata CI Cell Blocks as per the National Court Order.                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Lakiemata CI(K)       | AC-NGI<br>Dir-FAMU               | 6 months               | Recurrent Budget          | Progress Report on task undertaken.                                    |
| 6.2                                                                                                                                                                                                          | Facilitate and process Court Orders to build Beon CI Major Infrastructure. <ul style="list-style-type: none"> <li>Beon CI, Staff accommodation rehabilitation and associated road works</li> </ul>                                                                                                                                                                                                                                                                                                                             | Beon CI (Madang)      | Dir-NR<br><br>Dir-FAMU           | 3 months               | Recurrent Budget          | Progress Report on task undertaken.                                    |
| 6.3                                                                                                                                                                                                          | Facilitate construction of Mukurumanda Prison Court Orders.                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Mukurumanda (Enga)    | AC-Highlands<br>Dir-FAMU         | 12 months              | Recurrent Budget          | Progress Report on task undertaken.                                    |
| 6.4                                                                                                                                                                                                          | Facilitate construction of existing and new Infrastructure programs and Projects. <ul style="list-style-type: none"> <li>Manus relocation, refurbishing of detainee accommodation and land clearing and erection of detainee dormitories in Poinou and staff housing at current site</li> <li>Kavieng relocation, building of dormitories at Kaut</li> <li>High security Fencing for; Kerevat, Bomana, Boram, Daru</li> <li>Water reticulation upgrade &amp; installation of pumps; Barawagi, Beon, Bihute, Bui-iei</li> </ul> | Selected Institutions | Dir. FAMU/Specified Institutions | Mar - October          | Recurrent Budget          | Activity Implementation Report.                                        |

|      | Objectives/Projects/<br>Programs/Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Locations              | Responsible Officers   | Estimated<br>Timeframe | Operational<br>Capability | Performance Indicators                          |
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|      | <ul style="list-style-type: none"> <li>• Development of Female Wing; Barawagi</li> <li>• Land negotiation to build Jiawaka Prison</li> <li>• Identify and acquire land for Pangla CCC</li> <li>• Boram MSU relocation and building of new female wing</li> <li>• Construction of guard house Sally Port for, Bomana, Kerepia Barracks, Boram</li> <li>• Conduct survey of Institutional Land boundary</li> <li>• Land Acquisition &amp; Resettlement; Vanimo, Beikut, Boram, Manus, Kerema</li> <li>• Construction of New Administration Office building for; Bomana, Bihute, Bui-iei, Beon, Vanimo, Kavieng, Bulimo</li> <li>• Construction of 100 men Dormitory for; Buimo, Biru, Boram, Ningerum, Vanimo</li> <li>• Construction of Mini Mart; Giligili</li> <li>• Facilitate and improve infrastructure capacity to implement rehabilitation programs Baiyer CCC</li> <li>• Facilitate construction &amp; maintenance of new Administration Buildings; Bomana, Bihute, Bui-iei, Vanimo, Manus</li> </ul> |                        |                        |                        |                           |                                                 |
| 6.5  | Facilitate payments for Construction, Renovation and Improvements of Correctional Institutions. <ul style="list-style-type: none"> <li>• Maintenance of xxx staff housing; All Institutions</li> <li>• Maintenance of Detainee Dormitories; Boram, Daru, Manus,</li> <li>• Improve &amp; renovate facilities for TVET program; Bihute, Boram</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Selected Institutions  | Dir. FAMU              | Mar. - October         | Recurrent Budget          | Activity Implementation Report.                 |
| 6.6  | Facilitate for Development of Beikut CI <ul style="list-style-type: none"> <li>• Beikut relocation and establishment of new site for construction of new facility</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Buka                   | AC NGI/Director FAMU   | April                  | Recurrent Budget          | Land acquisition Report                         |
| 6.7  | Facilitate design of CSHQ extension.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | CSHQ                   | Dir FAMU, CO HQ        | April                  | Recurrent Budget          | Design of CSHQ extension                        |
| 6.8  | Support design for Archives Storage building at the College                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | CSHQ, Training College | Dir FAMU, OIC Archives | March                  | Recurrent Budget          | Establishment of cost and awarding of contract. |
| 6.9  | Facilitate scoping of all CIs Staff Houses.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | All Institutions       | Dir. FAMU              | June                   | Recurrent Budget          | Scoping Report                                  |
| 6.10 | Implement NEC Decision No.345.2014 to establish 9 new provincial jails in NIP, Manus, Sandaun, Gulf, Western, Hela, Jiawaka, Enga and AROB under the PPP Program.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | As per the activity    | CSET                   | Jan - Dec              | Recurrent Budget          | Implementation Progressive Report.              |



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Objectives/Projects/<br>Programs/Activities                                                            | Locations                | Responsible Officers                       | Estimated<br>Timeframe | Operational<br>Capability | Performance Indicators                                             |
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| 6.11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Facilitate the extension construction to cell blocks in Giligili CI                                    | Giligili                 | AC - Southern Region                       | Jan - Dec              | Recurrent Budget          | Implementation<br>Progressive Report.                              |
| 6.12                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Facilitate and Improve Asset Management Services and<br>installation of Asset Data Base                | CSHQ                     | Mgr ICT and Dir FAMU                       | Feb-Sept               | Recurrent Budget          | Preliminary Findings and<br>Implementation report of<br>the system |
| 6.13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Support and Facilitate CCS's development in Baiyer and Pangia<br>Infrastructure programs and projects. | CSHQ                     | Dir RLU, Dir FAMU and AC<br>Regions        | Jan - Dec              | Recurrent Budget          | Design and land report in<br>place for construction                |
| 6.14                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Facilitate construction & maintenance of new Administration<br>Buildings                               | Selected<br>Institutions | Dir FAMU                                   | Jan-Dec                | Recurrent Budget          | Implementation Report                                              |
| <b>CBO 7: Prison Industries Management and Administration Services.</b><br>To provide an effective program for detainees' skills enhancement to contribute meaningfully through prison industries; to sustain nutritional and healthy diet, to gain advance<br>technical and agricultural skills, to provide service to Correctional Service and Society, to generate revenue to sustain rehabilitation and prison industries programs, to provide a<br>window of opportunity for detainees to settle successfully back to the society. |                                                                                                        |                          |                                            |                        |                           |                                                                    |
| 7.1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Conduct CS Prison Industry Programs.<br>1. TVET; Bihute, Kerevat, Boram                                | Selected<br>Institutions | Director - Prison Industries               | Jan - Dec              | Development<br>Budget     | Report on PI Programs<br>undertaken.                               |
| 7.2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Facilitate Animal husbandry & related revenue generated<br>activities                                  | Selected<br>Institution  | Dir Prison Industry                        | Jan-Dec                | Development<br>Budget     | Reports & Acquittals                                               |
| 7.3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Facilitate Vegetable Farming & cash cropping; Cabbage,<br>Kaukau, Cassava, Corn                        | Selected<br>Institutions | Dir Prison Industry<br>Commanding Officers | Jan-Dec                | Development<br>Budget     | Reports & Acquittals                                               |
| 7.4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Implement Garden, Piggery, and Fishing Farming at Baisu<br>Correctional Institution                    | Baisu CI                 | Dir Prison Industry<br>Commanding Officers | Jan-Dec                | Development<br>Budget     | Reports & Acquittals                                               |
| 7.5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Implement Wood and furniture Making at Bihute Correctional<br>Institution                              | Bihute CI                | Dir Prison Industry<br>Commanding Officers | Jan-Dec                | Development<br>Budget     | Reports & Acquittals                                               |
| 7.6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Implement Garden, Bakery, Craft Making and Furniture at<br>Bomana Correctional Institution             | Bomana CI                | Dir Prison Industry<br>Commanding Officers | Jan-Dec                | Development<br>Budget     | Reports & Acquittals                                               |
| 7.7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Implement Cocoa planting project, Oil Palm and Garden at Biru<br>Correctional Institution              | Biru CI                  | Dir Prison Industry<br>Commanding Officers | Jan-Dec                | Development<br>Budget     | Reports & Acquittals                                               |
| 7.8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Implement Garden, Cocoa and Piggery projects at Kerevat CI                                             | Kerevat CI               | Dir Prison Industry<br>Commanding Officers | Jan-Dec                | Development<br>Budget     | Reports & Acquittals                                               |
| 7.9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Implement Mini Mart, Garden, Cattle and Oil Palm at Giligili CI                                        | Giligili CI              |                                            | Jan-Dec                | Development<br>Budget     | Reports & Acquittals                                               |
| <b>CBO 8: National Security Responsiveness.</b><br>To protect the interests and the affairs of the Government, the People and the Country through effective participatory as Members of Papua New Guinea Discipline Forces.                                                                                                                                                                                                                                                                                                             |                                                                                                        |                          |                                            |                        |                           |                                                                    |

|     | Objectives/Projects/<br>Programs/Activities                                                        | Locations       | Responsible Officers | Estimated<br>Timeframe | Operational<br>Capability | Performance Indicators                  |
|-----|----------------------------------------------------------------------------------------------------|-----------------|----------------------|------------------------|---------------------------|-----------------------------------------|
| 8.1 | Engage in the 2019 GOPNG security related events                                                   | CSHQ            | DC Ops               | March-Dec              | Recurrent Budget          | Reports and Acquittals                  |
| 8.2 | Facilitate Intelligence & Data Analysis Training.                                                  | CSHQ            | DC -OPs              | Jan - Dec              | Recurrent Budget          | Establishment of<br>Intelligence Unit   |
| 8.3 | Coordinate with PNGDF, Police, and Customs & Foreign Affairs<br>on training & information sharing. | CSHQ            | DC - OPs             | Sept- Dec              | Recurrent Budget          | Report on activity.                     |
| 8.4 | Participate in all National Governments Censored Events,<br>Remembrance Day & Independence Day.    | CSHQ            | DC - OPs             | 10 months              | Recurrent Budget          | Team appointed to<br>undertake the task |
| 8.5 | Facilitate & coordinate CS Remembrance day event                                                   | All Institution | Commanding Officers  | Jan-17                 | Development<br>Budget     | Events Report                           |





## 4. MONITORING, EVALUATION AND REPORTING

Monitoring and Evaluation is an integral part of this Annual Plan. It is a prerequisite to knowing organizational challenges and achievements. Monitoring will be undertaken on a quarterly basis to check progress on projects, programs and activities and ensure that they are implemented as planned. Further, to know the status of resource allocation, funding and challenges/issues that may emerge and have impact on the implementation of activities. See below matrix of monitoring and evaluation framework to be used as a tool to guide, monitor and evaluate both our successes and challenges.

Reports will be produced on a monthly and quarterly basis on the implementation of activities in the Annual Plan. Firstly, an Inception Report will be produced after the Annual Plan is launched. This is for CSET to ensure that all requirements to successfully implement the plan are in place and applicable to both Management and Institutions and importantly its financial implications. Progressive reports will be done on a monthly and quarterly basis on the implementation of programs/projects and activities. They will form the core of the 2019 Annual Report. The report will include all aspects of the programs/projects, including; financial, staffing and progress in implementation of programs/projects. A Reporting Template (refer annexure) will be used for reporting purposes.

All Responsible Officers assigned with the responsibility to facilitate payments, implementation of projects are required to produce these reports. These reports will then be used to do the 2019 Annual Report.



**"In nature, light creates the colour. In the picture, colour creates the light". Hans Hofmann**

Table 7: MONITORING &amp; EVALUATION FRAMEWORK

| Indicator                                                                                                                                                                        | End Intermediate Outcome                                                                                                    | Means of verification                                                  | Frequency of Reporting                                       | Baseline                                                                                                                                                 | Target                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| CORE ACTIVITIES FOR 2019 under Corporate Excellence                                                                                                                              |                                                                                                                             |                                                                        |                                                              |                                                                                                                                                          |                                                                                                                     |
| Outcome 1                                                                                                                                                                        |                                                                                                                             |                                                                        |                                                              |                                                                                                                                                          |                                                                                                                     |
| Building of Leaders In Correctional Institutions to improve performance                                                                                                          | Training Needs analysis conducted to identify potential officers                                                            | Training and Selection Reports                                         | Analysis report from the college                             | 20 officers selected for Accelerated Leadership across all Institutions of PNGCS                                                                         | To have future Leaders to be trained in 2019 and 2020                                                               |
| Corporate Plan 2019 to 2022 to be developed                                                                                                                                      | 2019-2022 Corporate Plan in Place complementing MTDPIII of PNG                                                              | Launching of the Corporate Plan in January 2019                        | Annual Report for Implementation as per the CP               | Workshops and Consultation done in 2018                                                                                                                  | PNG CS to have Corporate Plan 2019-2022 by Jan 2019                                                                 |
| Reorganization and re-modelling of the Current Correctional Institution                                                                                                          | Prison Farms, TVET Centres High Security Centres and Community Correctional Centres are Identified and programs implemented | CSET Decision on the Classified Farms and Resolution of 2018 Workshops | CSET to maintain dialogue and make follow on decisions       | Bihute in the Highlands to be TVET and Low Risk, Baisu in Mt Hagen to High Risk, Barawagi to be farming centres and rest to be Medium Risk Institutions. | 50% or more of specified Institutions are reorganized and re-modelled and meet current needs of CS by December 2019 |
| Two Phase Organizational Structure to be looked into so that immediate needs can be addressed at Critical Institutions facing acute manpower shortage                            | Workshop to identify immediate needs of capacity in Correctional Institutions                                               | Workshop Report on the needs given by Commanding Officers              | HR to make submission to DPM for approval for implementation | Kerevat in NGL to be TVET Centre                                                                                                                         | All positions to be filled by January 2019.                                                                         |
| Promotion to be under taken immediately and the CIMT to have maximum say on the selection of members                                                                             | Promotion of Officers to fill in vacant positions in CIs                                                                    | CIMT Recommendations                                                   | CIMT recommendation to be deliberated by Promotional Board   | 260 funded positions yet to be filled to avoid budget in PE to be forfeited to consolidated revenue                                                      | By January for all Promotions to be announced                                                                       |
| All Commanding Officers are held under contract obligation as of 2019 with activities designed and aligned to their responsibilities in Correctional Institutions as agreed upon | Mandated responsibilities of COs to be implemented in 2019                                                                  | Annual Plan of COs and reports                                         | Quarterly and Monthly Reporting of COs                       | Vacant Positions of all Institutions to be filled                                                                                                        | By the end of the Year all Commanding officers to be measured against the activities                                |
| New Promotion system will be developed for COs and Directors                                                                                                                     | Review of current contracts of positions                                                                                    | Review Reports                                                         | Once in a year                                               | Eight Mandatory Activities to be reported by Commanders as well as other activities                                                                      | All activities are aligned and systematically implemented.                                                          |
| Immediate Recruitment of 120 Officers and mostly will be from the Highlands Region                                                                                               | Recruitment of 120 New Officers to fill in the vacancies                                                                    | Recruitment list                                                       | Beginning of January 2019.                                   | All contracts to be attached to performance based appraisal system                                                                                       | By end of December 2018                                                                                             |
| Pension of Officers which will be finalized this year for tabling on the floor of Parliament in March 2019.                                                                      | Pension submission for NEC                                                                                                  | NEC Submission signed off by Minister                                  | Once                                                         | 120 officers to increase manpower                                                                                                                        | Information paper to be tabled in Parliament by March 2019                                                          |
| Accelerating Leaders in Training so that the Gap between very experienced and senior Executives                                                                                  | Identification of Gaps from Officers and fast track training                                                                | List of Officers for Senior Management role                            | Once                                                         | All Correctional Officers to be on pension                                                                                                               | By end of 2019 all officers are prepared for some senior roles                                                      |



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| can be comfortably filled when the position become vacant.                                                                                                |                                                                                            |                                                                                                      |                                                        |                                                                               | and preparation is done for officers to succeed them            |  |  |
| Establishment of two Institutions of Excellence                                                                                                           | Identification of the two Institution and start preparing for them to undertake activities | Two Modelling Institutions reports                                                                   | Quarterly by CSET and Commanding Officers concerned.   | Two Modelling Institutions                                                    | CSET decision on two institutions of excellence by March 2019   |  |  |
| Crops and Garden Roll Out at all Institutions in the Country to complement Detainee Rations to meet the Prison Industry targets as well as reducing cost. | Planting of Garden Crops in Correctional Institutions                                      | Reports on reduction in cost and improve diet of Detainees                                           | Monthly by Commanding Officers                         | All Correctional Institution to plant food crops for 2019                     | Improve Detainee Diets and reduce Cost                          |  |  |
| <b>OUTCOME 2 &amp; 3 DETAINEE CONTAINMENT AND MANAGEMENT SERVICES/REGIONAL ASS COMMISSIONERS &amp; COMMANDING OFFICERS)</b>                               |                                                                                            |                                                                                                      |                                                        |                                                                               |                                                                 |  |  |
| Institutional Activity planning and Implementation                                                                                                        | Commanding Officers to have Annual Activity Plan                                           | Annual Plan for CI and vetted by Regional Assistant Commissioners                                    | Monthly, bi Annually & yearly report on implementation | All Correctional Institution to have an Implementation Plan Annually          | Commanding Officers to comply to mandatory requirements         |  |  |
| Station upkeep & beautification of Correctional Institutions                                                                                              | Commanding officers to maintain institution which are user friendly                        | Institutional Reports                                                                                | Monthly, Quarterly and Annually                        | Maintain all areas of Institutions, internal, external and road sides         | Clean and Healthy environment for institutions                  |  |  |
| Budget & managing of funds                                                                                                                                | Effective and efficient management of budget and resources                                 | Monthly Expenditure and Revenue report                                                               | Monthly Financial Reports                              | Institutional Budget allocation against expenditure and revenue generated     | To reduce operational cost by 10 %                              |  |  |
| Facilitate contingency & Security Planning: Escape, Fire, Emergency                                                                                       | Contingency and Security Plans for Institutions                                            | Institutional Plans to deter escapes and other situations                                            | Monthly and Quarterly Reporting through monthly pack   | All Necessary Plans for Institutional Management from Roster and Local Orders | All institution to have contingency and security plans annually |  |  |
| Conduct Disciplinary court hearing                                                                                                                        | Improve conduct and standards of officers and detainees                                    | Institutional Discipline Report                                                                      | Monthly discipline Reports                             | All complaints against staff and detainee attended to by mgt                  | Consistent disciplinary hearings by Cos in institutions         |  |  |
| Curriculum Development                                                                                                                                    | Course designed to meet needs of PNGCS and GoPNG                                           | Curriculum for delivery to officers                                                                  | Training Report from Training College                  | Improvement from existing curriculum                                          | Curriculum to be incorporated into Training Syllabus            |  |  |
| Facilitate Detainee Rehabilitation programs                                                                                                               | Detainees are participating in appropriate rehabilitation programs in Institutions         | Commanders report on number of detainees participation in rehabilitation programs on a monthly basis | Monthly by COs                                         | 20% of detainees attending Rehabilitation programs                            | To have more detainees participating in Detainee Programs       |  |  |
| Participate in National Events                                                                                                                            | Staffs participating in Events of National Interest                                        | Reports of participation                                                                             | Bi Annually                                            | 10% of 1401 staffs are participating                                          | To enhance National Pride                                       |  |  |
| CS Remembrance day                                                                                                                                        | Remembering the Officers who passed on, on active duties January 17, 2019                  | Events Programs on Calendar                                                                          | Annually on Newsletters of PNGCS                       | All Institutions to participate.                                              | Temperance of fallen comrades once in a year                    |  |  |
| Conduct Institution Facility Inspection                                                                                                                   | Institutional Inspection of staffs and detainees                                           | Inspection Reports                                                                                   | Quarterly                                              | All Commanding Officers to conduct inspections of 22 Institutions             | Institution Report identifying needs and accomplishment         |  |  |
| Conduct CIMT, Staff & stakeholders meetings/consultations                                                                                                 | Meeting and consultations of all categories of mgt and                                     | Meeting Resolutions, Reports and outcomes                                                            | Quarterly and Bi Annually                              | All Meetings Resolutions auctioned and reported                               | CIMT to consistently meet, Staff meetings to convene            |  |  |

|                                                                      | Provinces                                                                   | Reports sent to HQ for verification and data caption | Monthly basis                  | 21 Correctional Institutions reporting on HQ on Monthly basis.                                            | All Institutions report to be processed on time.                    |
|----------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------|--------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Monthly Returns                                                      | Consistent Reporting by COs                                                 | Commandants & HR Training Plan for PNGCS             | Bi-Annually                    | Training College and HR Division of CSHQ                                                                  | Appropriate training provided to selected staffs                    |
| Annual Training Plan                                                 | Training officers to effectively perform their duties                       | Staff Reports                                        | Monthly                        | All Staff placement to work categories and have recreation leave dates & leave roster                     | All Staffs performing duties and have dates for Recreation Leave    |
| Staff leave, duty rostering & placement                              | Consistent Staff management with compliance to best practices and standards | Search Reports on detainees                          | Depending on COs schedule      | Reduce Risks and improve detainee living and working conditions                                           | Detainee Compound management                                        |
| Conduct Compound Surprise Search                                     | Safe and Secure environment for Staffs and Detainees                        | Bi-annual Staff Appraisals reaching HR               | Twice- Bi-annually             | All staffs are appraised accordingly by Supervisors and mgmt.                                             | Assess staffs for rewards, training needs, and improved performance |
| Staff Appraisal                                                      | Staff Performance Management                                                | Training Reports of Staffs                           | Annual                         | All staff identified for training are trained                                                             | Improve work place performance                                      |
| Staff workplace & external training                                  | Working place training for officers on needs                                | Training Plan of CSTC                                | Reports on Trainings conducted | Staffs selected by CIMT and Training and Evaluation Board                                                 | Staffs to be proficient to perform duties                           |
| Training Management                                                  | College programs on Training                                                |                                                      |                                |                                                                                                           |                                                                     |
| <b>OUTCOME 6 INFRASTRUCTURE DEVELOPMENT AND IMPROVEMENT IN PNGCS</b> |                                                                             |                                                      |                                |                                                                                                           |                                                                     |
| Bulmo Infrastructure Development                                     | Reduction of Overcrowding in Bulmo CI, Lae, MP                              | Design and Tendering Documents                       | Project Management Report      | 8 Dormitories in sufficient and need additional 100 Men Dorm                                              | 1 100 Men Dorm and 1, 6 Men Duplexes                                |
| Gilgili Dormitory Development                                        | Reduction of Overcrowding in Gilgili                                        | Design and Tendering documents                       | Project Mgt Report             | 1 Dorm of 80 Men insufficient and need one additional dorm                                                | 1 50 Men Dormitory for Gilgili Prison                               |
| Land Acquisition for Bougainville                                    | ABG and CS to acquire new land for Bougainville for CS Development          | Land Matters and Acquisition of Land with Titles     | First Quarter of 2019          | Land Titles or Certificate of Occupancy<br>New facilities to accommodate detainees to reduce overcrowding | Reduce overcrowding in Police Cells and with new facility for CS    |
| Land Survey and Acquisition for Vanimo                               | Land Demarcation Report and Survey Plan for new Land                        | Land Report and Survey Plan                          | First Quarter of 2019          | Land and Survey Plan for new site with Valuation                                                          | Land Acquisition to source funding for payment                      |
| Land Acquisition and Development of Mupa in Gulf                     | Land for New Correctional Facility in Gulf Province                         | Survey Plan for valuation                            | First Quarter of 2019          | Survey Plan and Valuation for submission for Land Acquisition                                             | Submission to National Planning and Lands for land payment          |
| Mukunumanda Construction and completion of                           | Correctional Facility for Enga                                              | First Phase completion                               | By End of Dec 2019             | First Phase to be completed                                                                               | First Phase Commissioning by beginning                              |



| Phase One                                                                 | Province                                                                                                      | Report                                     |                               |                                                                                                | of 2020                                                           |
|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| Borom resignation and Building of Female Wing                             | Completion of Female Wing in Borom CI with Land Work for New MSU                                              | Work Progress Report                       | By the end of June 2019       | Female Wing to be completed                                                                    | Occupation of Female Detainees by end of 2019                     |
| Beon Staff Housing Rehabilitation and Replacement of Bush Material Houses | Healthy Living Conditions for Staffs                                                                          | Progressive Reports                        | Quarterly Reports on progress | 6 Bush Material Houses remaining , 2 currently under construction and 2 More over the new year | Completion of two (2) houses and to proceed to additional two (2) |
| Manus Rehabilitation and Relocation                                       | Development of Access Road and Detainee Accommodation at new Site for Relocation.                             | Progress Reports by CO                     | Quarterly Reports             | Detainee Accommodation by detainees and staff houses                                           | Detainee and Staff Accommodation in New Site                      |
| Barawagi Water Rehabilitation and Improvement of Female Wing              | Healthy Drinking Water which is sufficient and Development of Female Wing                                     | Progress Report                            | Quarterly Report              | Female Accommodation and all staff having access to water.                                     | Water is flowing into staff houses and Female Wing is constructed |
| OUTCOME SEVEN (7) DEVELOPMENT OF COMMUNITY CORRECTIONAL CENTERS           |                                                                                                               |                                            |                               |                                                                                                |                                                                   |
| Development of Balimo Community Correctional Centre                       | Improve Law and Justice Service in District through establishment of Community Correctional Centres in Balimo | Progress report on Preliminaries           | Progress Reports              | Balimo to Start with a Community Correctional Centre                                           | Balimo to start by the year 2019                                  |
| Pangia Community Correctional Centre                                      | Establishment of Dialogue with District for Land to build Community Correctional Centres in Pangia SHP        | Land Negotiation and Identification Report | Land Reports by 2019          | Land to be established for development                                                         | Establishment of Pangia COC                                       |
| Baiyer Community Correctional Centre                                      | Rehabilitation of Baiyer Community Correctional Centre                                                        | Rehabilitation Report                      | Progress Reports              | Four Staffs on the ground Seven Prisoners are with the staffs with one detainee accommodation  | Fully Refurbished Baiyer Facility for Staffs and Detainees        |

## 5. RISK MANAGEMENT

There will be risks and challenges during the implementation of the plan. These risks will mainly be in the development programs and in such areas like: land issues, delays in funding allocations, lack of co-ordination in and between agencies and lengthy bureaucratic processes, inadequate control over expenditure, lack of support from the communities involved, inadequate capacity of human resource or unforeseen events including natural disasters, disease out breaks and lapses in security control that may delay the implementation of the programs.

Each Activity Managers are to develop Risk Management plans on how best to manage risks in the event that such situation arises. Some of the risk mitigation strategies are; ensuring availability of sufficient funding, making sure there are open dialogues in communication channels between parties, proper co-ordination and reporting of both recurrent and capital components of the budget which are necessary for successful implementation of activities/projects.



Building Leaders

Promotion of Officers

Garden food to  
compliment Detainee  
Rations



## Annex A

### Correctional Service 2019 Budget Appropriation

Summary of Expenditure by Item(s)  
(In thousands of Kina)

| Economic Item      |                                                | Appropriation    |
|--------------------|------------------------------------------------|------------------|
| Code               | Description                                    |                  |
| <b>2</b>           | <b>EXPENSES</b>                                |                  |
| <b>21</b>          | <b>Personnel Emoluments</b>                    | <b>94,580.2</b>  |
| 210                | Personnel Emoluments                           |                  |
| 211                | Salaries & Allowances                          | 77,140.9         |
| 212                | Wages                                          |                  |
| 213                | Overtime                                       | 5,176.0          |
| 214                | Leave fares                                    | 4,500.0          |
| 215                | Retirement Benefits, Pensions, Gratuities      | 7,763.3          |
| 219                | Unidentified Alesco Payroll Expenditure        |                  |
| <b>22</b>          | <b>Goods &amp; Services</b>                    | <b>39,354.3</b>  |
| 220                | Goods & Services                               |                  |
| 221                | Domestic Travel and Subsistence                | 30.7             |
| 222                | Travel and Subsistence                         | 2,817.4          |
| 223                | Office Materials and Supplies                  | 723.0            |
| 224                | Operational Materials and Supplies             | 10,880.4         |
| 225                | Transport and Fuel                             | 3,543.7          |
| 226                | Administrative Consultancy Fees                | 167.1            |
| 227                | Other Operational Expenses                     | 19,003.9         |
| 228                | Training                                       | 2,188.0          |
| <b>23</b>          | <b>Utilities, Rentals &amp; Property Costs</b> | <b>2,497.0</b>   |
| 230                | Utilities, Rentals & Property Costs            |                  |
| 231                | Utilities                                      | 0.0              |
| 233                | Routine Maintenance                            | 2,497.0          |
| <b>27</b>          | <b>Capital Formation</b>                       | <b>30,133.9</b>  |
| 270                | Capital Formation                              |                  |
| 271                | Office Equipment, Furniture & Fittings         |                  |
| 273                | Motor Vehicles                                 |                  |
| 275                | Plant, Equipment & Machinery                   | 133.9            |
| 276                | Construction, Renovation and Improvements      | 30,000.0         |
| <b>Grand Total</b> |                                                | <b>166,565.4</b> |

## Annex B

### MONITORING TEMPLATE

Month/Quarter :  
AP Activity/Program/Project No :  
Institution/Location :

| No. | Description of Activity                                  | Implementation<br>Status<br>Yes/No | Comments/Reasons on progress |
|-----|----------------------------------------------------------|------------------------------------|------------------------------|
| 1   | Brief On Activity/Program/Project                        |                                    |                              |
| 2   | Officers on Hand                                         |                                    |                              |
| 3   | Progress on Implementation -<br>According to plan or not |                                    |                              |
| 4   | Funding/Budgeting                                        |                                    |                              |
| 5   | Resources; Materials, Equipment,<br>Supplies             |                                    |                              |
| 6   | Issues                                                   |                                    |                              |
| 7   | Other Observations                                       |                                    |                              |

Signature : \_\_\_\_\_

Name : \_\_\_\_\_

Title : \_\_\_\_\_



## Annex C

### REPORTING TEMPLATE

Month/Quarter:

AP Activity/Program/Project No:

Institution/Location:

Recurrent/Development Budget :

| No. | Items                              | Comments |
|-----|------------------------------------|----------|
| 1   | Brief on Activity/Program/Project. |          |
| 2   | Progress on Implementation.        |          |
| 3   | Funding/Budgeting                  |          |
| 4   | Officers on Hand                   |          |
| 5   | Materials, Equipment & Supplies    |          |
| 6   | Issues/Challenges                  |          |
| 7   | Recommendations                    |          |
| 8   | Conclusion                         |          |

Signature : \_\_\_\_\_

Name : \_\_\_\_\_

Title : \_\_\_\_\_

## Annex D:

### AAIP Reporting Guide for Commanding officers

**Name of Institution:** .....

| <b>Mandatory Activities for All Institutions</b>                                                                                                                                                                                  | <b>Evidence – what evidence will you collect to describe your performance/progress in 2019</b>                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Disciplinary Cases Hearing                                                                                                                                                                                                        | How many times and Reports                                                                                                                         |
| <ul style="list-style-type: none"> <li>Monthly Inspection of Correctional Institutions Facilities,</li> <li>Institution and Facilities</li> <li>Staffs Parade Inspections</li> <li>Detainees and Night Compound Patrol</li> </ul> | Inspection Reports and how many conducted in a year                                                                                                |
| Monthly Management Meetings <ul style="list-style-type: none"> <li>CIMT</li> <li>Staff</li> <li>Detainees</li> <li>Classification Meeting</li> </ul>                                                                              | Number of Meetings conducted in a year and minutes of meetings with resolutions and actions taken                                                  |
| Security Management Plan <ul style="list-style-type: none"> <li>Escape,</li> <li>Natural and Man Made Disasters</li> <li>Fire and Flood</li> </ul>                                                                                | Contingency Plans for Correctional Institutions and how the plan is communicated by you to officers and stakeholders                               |
| Institutional Annual Activity Plan                                                                                                                                                                                                | Annual Plan for Correctional Institutions and set of programs and activities                                                                       |
| Budgeting and Managing Funds                                                                                                                                                                                                      | Records and Book Keeping of Institutional Finance and procurement, Annual Budget Plan for Institution                                              |
| Stakeholders Partnership and Consultations                                                                                                                                                                                        | Number of meetings and consultation with Stakeholders with meeting minutes and resolutions for action                                              |
| Detainee Programs Management Plan                                                                                                                                                                                                 | Detainee Management plan in Correctional Institutions<br>Prison Industries activities and Rehabilitation Activities                                |
| Leave/Staff Rostering                                                                                                                                                                                                             | Two Year Leave roster in Place by Commanding Officer and CIMT                                                                                      |
| Institutional Rostering and Placement                                                                                                                                                                                             | Two weekly rosters for the Institutions                                                                                                            |
| Human Resource Capacity Building <ul style="list-style-type: none"> <li>Staff Workplace Training</li> <li>External Training</li> <li>Local Orders and Procedures Training</li> </ul>                                              | Number of Training and Programs provided for the staffs for capacity Building ( reports on internal and external programs with changes experienced |



## Annex E:

### Correctional Service Directory

#### CORRECTIONAL SERVICE MINISTRY

|                                                                                   |                                                                                         |                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <b>Hon. Roy Biyama MP</b><br>Member for Middle Fly<br>Minister for Correctional Service | CS Ministry<br>Correctional Service Headquarters<br>PO Box 6889, BOROKO, National Capital District,<br>Papua New Guinea<br>Phone: 3232496   3231437   3238350   3239490 Fax: 3232707 |
|  | <b>Sam Sika</b><br>First Secretary                                                      | CS Ministry<br>Correctional Service Headquarters<br>PO Box 6889, BOROKO, National Capital District,<br>Papua New Guinea<br>Phone: 3232496   3231437   3238350   3239490 Fax: 3232707 |

#### OFFICE OF THE COMMISSIONER – MEMBERS OF THE CORRECTIONAL SERVICE EXECUTIVE TEAM

|                                                                                     |                                                                                               |                                                                                     |                                                                                  |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
|   | <b>Stephen Pokania OBE DCS</b><br>Acting Commissioner                                         |                                                                                     |                                                                                  |
|  | <b>Dennis Piandi LLB</b><br>Deputy Commissioner - Operations                                  |  | <b>Michael J Mosiri, DCS</b><br>Acting Deputy Commissioner<br>Corporate Services |
|  | <b>Henry J Wavik, MBE, DCS</b><br>Assistant Commissioner<br>Southern Region & Northern Region |  | <b>David Suagu</b><br>Assistant Commissioner<br>Policy, Planning & Evaluation    |
|  | <b>David Kanubom</b><br>Assistant Commissioner<br>Highlands Region                            |  | <b>Philip Eka, DCS</b><br>Assistant Commissioner<br>New Guinea Islands Region    |

Correctional Service Headquarters  
PO Box 6889, BOROKO, National Capital District, Phone: 3231437 | 3234180 Fax: 3230407

## Regional Directorates

### REGIONAL DIRECTORATE – SOUTHERN REGION



**Haraha Kiddy Keko DCS**  
Superintendent  
Commanding Officer

Bomana Correctional Institution  
PO Box 5161, BOROKO, National Capital  
District  
Papua New Guinea  
Phone: 2753018 | 2753020 | 2753021 | 2753022  
Fax: 2753019



**Teddy Biaga, DCS**  
Superintendent  
Commanding Officer

Biru Correctional Institution  
PO Box 68, POPONDETTA, Oro Province  
Papua New Guinea  
Phone: 3297051 / 3297199 Fax: 3297450



**Vincent Kundi**  
Superintendent  
Commanding Officer

Giligili Correctional Institution  
PO Box 96, ALOTAU, Milne Bay Province  
Papua New Guinea  
Phone: 2756133 | 2756132 | 2756134 Fax: 2756131



**Peter Warea**  
Chief Inspector  
Commanding Officer

Ningerum Correctional Institution  
PO Box 127, KIUNGA, Western Province  
Papua New Guinea  
Phone: 2759713 | 2759712 Fax: 2759714



**Saeth Messea**  
Corporal  
Acting Commanding  
Officer

Ningerum Correctional Institution  
PO Box 127, KIUNGA, Western Province  
Papua New Guinea  
Phone: 2759713 / 2759712 Fax: 2759714



**Ray C Gideon**  
Superintendent  
Acting Commanding  
Officer

Correctional Service Head Quarter  
PO Box 6889, BOROKO, National Capital  
District  
Papua New Guinea  
Phone: 3121700 Fax: 3230407



**Redmond Danjiri**  
Chief Inspector  
Acting Commandant

Correctional Service Training College  
PO Box 6373, BOROKO, National Capital  
District  
Papua New Guinea  
Phone: 3281289 | 3281229 | 3281242 Fax: 3231289

## REGIONAL DIRECTORATE – NORTHERN



**Felix Namane**  
Superintendent  
Commanding Officer

Buimo Correctional Institution  
PO Box 2558, **LAE**, Morobe Province,  
Papua New Guinea  
Phone: 4757495 | 4757343 | 4757368 | 4757377  
Fax: 4757359



**Andrew Polis**  
Chief Inspector  
Acting Commanding Officer

Beon Correctional Institution  
PO Box 114, **MADANG**, Madang Province,  
Papua New Guinea  
Phone: 8522423 | 8522646 | 8522733 Fax: 8523626



**Joe Imini**  
Inspector  
Acting Commanding Officer

Boram Correctional Institution  
PO Box 33, **WEWAK**, East Sepik Province,  
Papua New Guinea  
Phone: 4562006 | 4561348 | 4562244 Fax: 4652102



**Michael Wundia**  
Superintendent  
Commanding Officer

Vanimo Correctional Institution  
PO Box 124, **VANIMO**, Sandaun Province,  
Papua New Guinea  
Phone: 4571400 | 4571138 Fax: 4571139



Members of the Law & Justice Secretariat-AROB



## REGIONAL DIRECTORATE – HIGHLANDS



**Timbi Kaugla**  
Superintendent  
Commanding Officer

Baisu Correctional Institution  
PO Box 488, MT.HAGEN, Western Highlands  
Province,  
Papua New Guinea  
Phone: 2755120 / 2755118 / 2755121, Fax:  
2755119



**Simon Lakeng**  
Superintendent  
Commanding Officer

Bihute Correctional Institution  
PO Box 960, GOROKA, Eastern Highlands  
Province,  
Papua New Guinea  
Phone: 7321505 / 7321231 , Fax: 7322179



**Michael Aurap**  
Superintendent  
Commanding Officer

Barawagi Correctional Institution  
PO Box 259, KUNDIAWA, Simbu Province  
Papua New Guinea  
Phone: 2757524 / 2757526, Fax: 2757525



**Crispin Unga**  
Chief Inspector  
Acting Commanding  
Officer

Bundaira Correctional Institution  
PO Box 96, KAINANTU, Eastern Highlands  
Province,  
Papua New Guinea  
Phone: 2757125 / 2757124, Fax: 2757126



**Bob Omba**  
Senior Inspector  
Acting Commanding  
Officer

Bui-Iebi Correctional Institution  
PO Box 31, MENDI, Southern Highlands  
Province,  
Papua New Guinea  
Phone: 2755772 / 2755118 / 2755121, Fax:  
2755119



**John Kepon**  
Inspector  
Acting Commanding  
Officer

Mukurumanda Correctional Institution  
PO Box 26, WABAG, Enga Province,  
Papua New Guinea  
Phone: 2755437 / 2755436 , Fax: 2755438



**Simon Kitingi**  
Sergeant  
Acting Commanding Officer

Hawa Correctional Institution  
PO Box 32, TARI, Hela Province,  
Papua New Guinea  
Phone: 5408094 Fax: 5408050

## REGIONAL DIRECTORATE – NEW GUINEA ISLANDS

|                                                                                     |                                                                         |                                                                                                                                                               |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | <b>Margaret Garap</b><br>Superintendent<br>Acting Commanding<br>Officer | Kerevat Correctional Institution<br>PO Box 1993<br>KOKOPO, East New Britain Province,<br>Papua New Guinea<br>Phone: 2759824 / 2759825 / 2759826, Fax: 2759827 |
|    | <b>John Koilamus</b><br>Superintendent<br>Commanding Officer            | Lakiemata Correctional Institution<br>PO Box 25<br>KIMBE, West New Britain Province,<br>Papua New Guinea<br>Phone: 2759415 / 2759412, Fax: 2759414            |
|    | <b>Philip Pranis</b><br>Chief Inspector<br>Commanding Officer           | Manna Correctional Institution<br>PO Box 122<br>LORENGAU, Manus Province,<br>Papua New Guinea<br>Phone: 4709071, Fax: 4709071                                 |
|   | <b>Lamasiai Marengi</b><br>Inspector<br>Acting Commanding<br>Officer    | Kavieng Correctional Institution<br>PO Box 134<br>KAVIENG, New Ireland Province,<br>Papua New Guinea<br>Phone: 9842326 / 9842229 /<br>9842333, Fax: 9842252   |
|  | <b>Mary Hakeon</b><br>Inspector<br>Acting Commanding<br>Officer         | Benkut Correctional Institution<br>PO Box 80<br>HUKA, Autonomous Region of<br>Bougainville,<br>Papua New Guinea<br>Phone: 9739389 Fax:<br>9739389             |



Cultivating soil for planting: Buimo Jail



Corn farming: Buimo Jail

## Annex F:

### AAIP Workshop

#### Table of 2019 AAIP WORKSHOP RESOLUTIONS

- 1 Building Leadership through corporate support (JS54D)
  - Moral, Discipline, Leadership
- 2 CS Strategic Plan 2019-2022  
CS Corporate Plan 2019-2020
- 3 2 Phase Organisation Structure
  - Minor organisation structure (focus on security)
  - Major structure to tie to remodelling and reclassification of current correctional institutions
- 4 Re-Modelling current correctional facilities in specialised centre's;
  - Classification of Institutions: High risk/low risk Institutions
  - Facilities: Correctional Farm Centres
  - CS TVET Centres
  - Spiritual enrichment services
- 5 Promotion of Officers
  - Delayed promotion to be out by November 2018
  - Commanding Officers and CIMT recommendations to be priority in promotion and to be advertised this month for implementation
- 6 Development of performance activities and indicators for commanding officers, directors and senior executive members
  - Performance accountability for contract/senior officers
- 7 Recruitment
  - 120 officers in 2018
- 8 Pension
  - Overdue pensions
  - Officers inclusion
- 9 Accelerating Executive Leaders Training
  - Future leaders
- 10 Establishing institutions of excellence
  - CSET to select
- 11 Commitment to drive Prison Industry
  - Prison Industry directorate and institutions to collaborate and ensure implementation
- 12 CS Budget 2019
  - Marginal increase in budget/PIP
- 13 Strategy to minimise escapes
  - Commanding officers to plan
- 14 Self-Education
  - Re-establishment after CS
  - Finance literacy activities for staff
- 15 Detainee case management system
  - All institutions to attend to
- 16 Detainee Database-Buimo/Bomana/Baisu
  - ICT to take lead
- 17 Establishing Institution of Excellence
  - CSET to select two institutions
- 18 Legislation Review
  - CSET to lead and complete
- 19 Training for Discipline Officers & Commanding Officers
  - Internal Affairs to take lead



## Correctional Institutions & Community Correction Centres throughout Papua New Guinea



## NOTES

