



PAPUA NEW GUINEA CORRECTIONAL SERVICE STRATEGIC PLAN II 2019–2022



**“A STRATEGIC PLAN FOR THE MODERNISATION
OF PAPUA NEW GUINEA CORRECTIONAL SERVICE”**



PAPUA NEW GUINEA CORRECTIONAL SERVICE



STRATEGIC PLAN

FOR THE

MODERNISATION OF

PAPUA NEW GUINEA

CORRECTIONAL SERVICE

2019 – 2022

Prepared January 2019

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Minister's Forward



Since my appointment as the Minister to Papua New Guinea Correctional Service by the O'Neil-Abel Government, I have witnessed a lot of challenges at all levels within Correctional Service, from Senior Executive through to the general work force in our Correctional Institutions. I have noted a lack of cohesiveness and collegiate support within the executive ranks and been concerned by often poor management of Correctional Institutions leading to a high number of detainee escapes. It is our duty to focus on our fundamental values and the operating principles of our Service and build an organisation of which we can be proud

I confidently state here that our Government notes the plight of Correctional Service. This is evident in the Alotau Accord II of 2017 where our Government placed more priority on Rural Lock Ups and the Prison Industries. The 2019 Budget of K166 million shows the preparedness of our Government to support Correctional Service. We have strong leadership at the political level and we must be proud of this commitment.

As your Minister, I am now concentrating on building a strong executive leadership group, harnessing the collective skills and experience of every Correctional Officer and restoring command and

control to Correctional Service. Complacency will not be tolerated.

We must respect this Service as one belonging to the people of Papua New Guinea. There should be no room for regional, wantok or other sectional interests interfering in the operation of Correctional Service. Our job is to look after detainees and provide opportunities for their rehabilitation and reintegration so that they can go back as reformed people to their families and their community.

I want to see more prison industries with many low risk detainees working full-time in these industries. I want to see them spending more time working on agricultural farms to grow food to supplement their institutional diets. I want to see them working and making handcrafts, furniture and garments as part of their technical training and up-skilling. As a result of this work I want to see them generating revenue to further support development of other activities within their institutions.

I am certain that taking this path to modernise Correctional Service, supported by contemporary legislation and a new organisational structure will truly make Papua New Guinea Correctional Service a model for the humane containment and rehabilitation of detainees.

A handwritten signature in blue ink, appearing to read 'Roy Biyama', with a stylized flourish at the end.

HONOURABLE ROY BIYAMA MP
Minister for Correctional Service

1. Commissioner's Intent



The next 5 years will mark a turning point for Correctional Service in PNG. It will be a period of continuous transformational change at all levels and across all CS activity. Everything we do and every decision we make should have as an outcome significant improvement in the lives of CS staff, in the containment, treatment and rehabilitation of detainees and in the overall safety of the PNG community which we serve.

I see a new Papua New Guinea Correctional Service reaching new heights by 2022. I see new legislation, new policies and best practices put in place. I anticipate seeing Officers becoming more mature at Senior Executive levels, at Command levels, and at management, administration and operational levels. We have the greatest opportunity in our hands to change the landscape of Correctional Service to become the best it can be.

Treating detainees in the most humane way and using the best approaches to take care of and offer them options for rehabilitation should be a primary focus.

Translating the values embedded in our culture and religion into our work practice, and aspiring to the highest standards of professionalism, good governance, accountability and compliance, will assist us to achieve the changes we seek and as Members of Discipline Forces, we will continue

to support our Government and our people.

We must continue to build relationships with our national and international partners and utilise their knowledge and experience to improve the management of our Service.

The next four years will lay the foundation for the Modernisation of Correctional Service. We will

- Pilot two Correctional Institutions under the Excellence Program, with an additional two shadowing.
- Develop Prison Industries to provide quality work and training;
- Concentrate on farming to supplement detainee diets and generate revenue;
- Undertake legislative reform, which will include provisions for CS Officers to retire with a pension.
- Create an organisational structure to meet emerging needs;
- Strengthen effort on managing juveniles and people with special needs;
- Construct Community Correctional Centres for Balimo, Pangia, Baiyer, Pomio, Kandrian, and Bogia to house low risk detainees.
- Explore opportunities for Officers to participate in a wide range of professional development options;
- Develop CS Training College as an Academy for Leaders in Corrections

Our resilience and trust in our Eternal Yahweh will help Papua New Guinea Correctional Service provide a better environment for correctional learning and development. Yahweh-Elohim bless us.

A handwritten signature in black ink, reading 'Stephen Pokanis'.

STEPHEN POKANIS, OBE, DCS
Acting Commissioner
PNG Correctional Service

2. Papua New Guinea Correctional Services: Constitutional, Legislative and Policy Mandates

2.1. Services and Functions

The services and functions performed by Correctional Service (CS) are governed by the Correctional Service Act No.6 of 1995 (amended). A review of the current legislation by the Constitutional and Law Reform Commission is underway and should be completed in 2019. CS is responsible for managing 20 Correctional Institutions across PNG and five Community Correctional Centres (Rural Lockups). These Correctional Institutions' facilities which were designed to hold between 3000 and 4000 detainees are operating over capacity, with approximately 5500 detainees under our care as at August 2018.

The core business of CS is mandated under Section 7 (1) (a, b, c, d) of the Act, namely

1. Taking custody and control of all persons committed and sentenced to Correctional Institutions by warrant or order from the Courts; or, custody of persons by any other competent authority under any law in force in the country;
2. Providing secure, efficient and humane containment facilities for detainees according to the Correctional Service Act of 1995;
3. Developing and implementing meaningful educational, training and rehabilitation programs for detainees in order to transform them to become better citizens when they are released back into the society;
4. Developing and implementing core support training programs to pursue capacity excellence for Correctional Service Officers to perform their responsibility efficiently.

2.2 Discipline Force

Under Section 207 of the National Constitution, members of Correctional Service are also declared to be a discipline force and to act as required to maintain safety and security of PNG and its citizens. Officers are mandated to serve the Government and people of this country as Members of Discipline Forces.

2.3 Policy alignment.

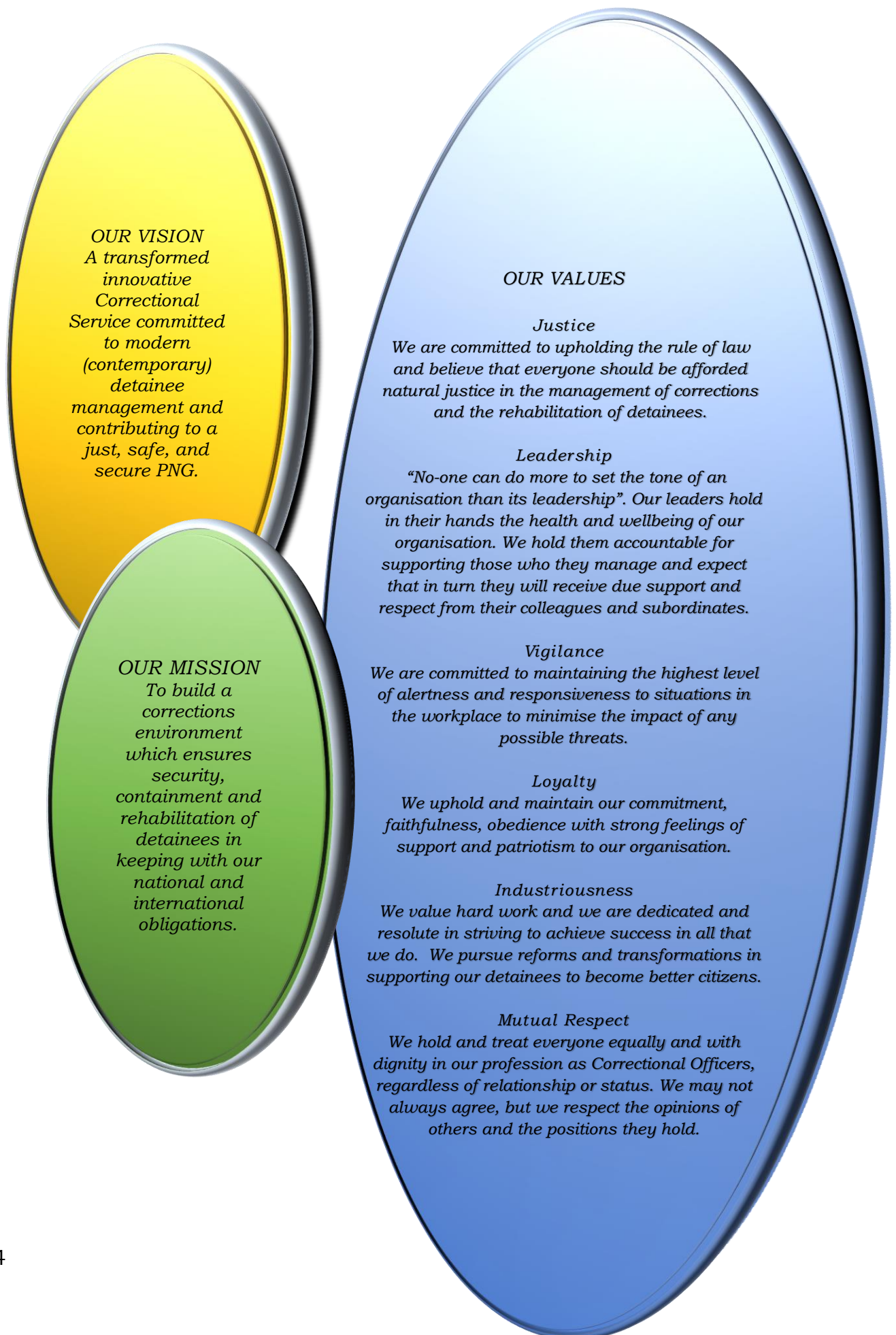
This plan is carefully aligned with Government of Papua New Guinea priorities and aspirations as detailed in the following:

- Medium Term Development Plan III
- Vision 2050
- Papua New Guinea Development Strategic Plan (PNGDSP) 2010-2030
- Alotau Accord II of 2017

2.3.1 PNG Law and Justice Sector

Correctional Service is an active member of the National Coordinating Mechanism (NCM) and the Sector Strategic Governance Meeting (SPGM). As such it has a role with leaders in the sector (including the Chief Justice, Secretary DJAG and other Heads of Agencies) in sector wide policy development and coordination with a view to improving the Sector, providing leadership to the Sector and establishing good linkages with internal and external stakeholders.

3. Our Vision, Mission and Values



4. Our Operating Environment: Where are we now?

4.1. A view from the outside – 2017-18 National Prison Review

A National Review of Prisons (NPR) was agreed to by the Government of PNG in the NEC Decision 245/2014. However inadequate resources prevented this from happening until funding was made available in 2017 through the Australian funded Justice Services and Stability for Development Program (JSS4D). This independent review, conducted by four Australian consultants with extensive experience of correctional service leadership and management and detainee security treatment and rehabilitation, commenced in late 2017 and was completed in the first quarter of 2018.

Not surprisingly, the review recommendations mirror many of those from previous reviews and reports and are consistent with the issues raised in the most recent planning workshops held by CS (see following section – A view from the inside). The NPR findings mount a strong case for transformational change within Correctional Service.

In summary, the Review found that:

- Leadership and management failures are common across the system;
- Workplaces are generally unsafe and under-resourced;
- Living conditions for staff are frequently inadequate;
- Staff morale is low;
- Further training and resourcing of staff is required;
- Detainee living conditions are frequently unhygienic, overcrowded, fail to meet human rights standards and do not meet the United Nations Standard Minimum Rules for the Treatment of Prisoners (Mandela Rules);
- Detainee rehabilitation options are inadequate and, in some Institutions, non-existent;
- Prisoners and detainees on remand are in custody longer than necessary due to a variety of factors; e.g. delays in processing cases through the courts and a failure on the part of CS to adequately assess and manage prisoners eligible for parole;
- Broader law and justice sector issues impact negatively on the Correctional Service system – court delays, inadequate resources not only in CS but also in agencies such as Department of Justice and Attorney General (Parole Services, Public Solicitors Office and the Office of the Public Prosecutor).

MANDELA RULES 1-5 PROVIDE THE FOLLOWING BASIC PRINCIPLES:

- ❖ *Prisoners must be treated with respect for their inherent dignity and value as human beings*
- ❖ *Torture or other ill-treatment is prohibited*
- ❖ *Prisoners should be treated according to their needs, without discrimination*
- ❖ *The purpose of prison is to protect society and reduce reoffending*
- ❖ *The safety of prisoners, staff, service providers and visitors at all times is paramount*



Review recommendations focussed on **10 MAJOR AREAS OF ACTIVITY** as displayed in the diagram above.

In summary they included:

- Developing a holistic medium to long term strategy to modernise PNGCS, including replacement of aging infrastructure;
- Improving leadership and management capacity at all levels;
- Establishing and implementing a robust system of governance which is communicated to all CS personnel;
- Focussing on ethics and values;
- Introducing zero tolerance for corruption and for inhumane treatment of detainees;
- Developing a structure and culture to support a modern, complex, correctional system committed to significant change;
- Reviewing Legislation, Policies, Standing Orders and Local Orders
- Introducing mechanisms to oversee this modernisation program, including establishing and supporting at least two Institutions of Excellence to act as models for future development and operations.

In the current environment an examination of the outcomes of the National Prison Review (NPR) provides PNG Correctional Service with the opportunity to:

- *Make a fresh start while at the same time maximising the influence of the extensive experience within the organisation and building on its strengths; and*
- *Implement a transformation strategy to achieve a desired future state – namely a modern/contemporary correctional system in PNG.*

A FRESH START FOR CS

- ❖ *Maximise the influence of our extensive internal experience*
- ❖ *Learn from others*
- ❖ *Build on our strengths*
- ❖ *Implement a Transformation Strategy*
- ❖ *Achieve a contemporary Correctional Service*

4.2. A view from the inside – CS Planning

This section contains an analysis of Correctional Service from the perspective of its Executive, Commanding Officers and Divisional Directors and includes the outcome of discussions regarding achievements of recent years and challenges for the years ahead.

In short at the planning table there was unanimous agreement within CS that what we require is a “Back to Basics” approach in terms of managing Institutions – namely adherence to policies and procedures, officer discipline, support for structured daily activities for detainees, among others.

There was also recognition that these are challenging times with increasing detainee numbers and overcrowding, limited operational resources and failing infrastructure. However, despite these challenges many within CS also see the potential for maximising available opportunities to improve conditions within the Institutions, for example funding of prison industries and Government support for the construction of Community Correctional Centres to house low risk detainees and provide options for reintegration into the community.



International partners

Women in Corrections-Fiji, Solomon Island & Papua New Guinea Female Correctional Officers

A snapshot of issues discussed by participants during a SWOT Analysis may be found in Table 1 below.

Strengths	Opportunities
<ul style="list-style-type: none"> - Human Resources/ CS Staff/ Technical Skills/Qualified & Skilled Manpower (trainers & tradesmen)/ Experience of officers /Negotiation skills of officers - Financial Capacity - Organizational Culture - Logistics - Stable Leadership & Leadership structure - Prison Industries - Availability of Health Facilities - Recreational Areas - Security resources/Availability of Instruments of Restraints - Availability of Land - Unpaid prison (detainee) labour - CS Act, Standing Orders, Local Orders/Organizational policies and strategies - Classification meetings for detainees - Partaking in national events - CS Training College/In-service training programs (Curriculum) - Teamwork - Stakeholder Relationships - International Partnerships - Spiritual development programs - Customs and Traditions (Reconciliations)/Wantok Systems 	<ul style="list-style-type: none"> - Partnerships with stakeholders (NGOs, churches, Community & Donors) - Utilise untapped assistance from donors & other sources (DSIP, PSIP, PIP) (APCCA)(AFCCA). - Establish dialogue with the stakeholders for capacity building opportunities - Explore opportunities for Local and International partnerships with existing Tertiary Institutions and organisations for development and transfer skills and knowledge through exchange programs – twinning - MOUs with UPNG, Open College, TAFE, HDI - Upgrading and maximising use of CSTC for capacity building. - Access to International Conferences - Prison Industry Policy endorsed and resourced by the Government & CCC - Growth in interactions with all levels of governments (PG & LLGs). - Review of legislations and CS policies / Development of a CS White Paper - Potential to generate income and achieve a level of self-sustainability through prison industry and other assets (CSTC) - Potential to control expenditure by standardizing schedule of rates for goods purchased and service rendered. - Community Participation - Opportunity to realign staff to achieve better use of skills and experience - Maximize full potential of land - Develop unused land (Tax credit schemes) - Go back to basics and focus on the core business of CS - Change mindset and organisational culture of CS.
Weaknesses	Threats/Challenges
<ul style="list-style-type: none"> - Infrastructure is aging /not fit for purpose/doesn't meet current needs - Security Issues - LOA Surveillance and control – poor intelligence - Prison overcrowding - remandees-vulnerable groups not catered for - Underutilisation of detainee labour - Inadequate Human Resources / lack of skilled manpower & operational staff/ageing workforce/insufficient technical officers/underutilisation of individual staff skills & qualifications/inadequate mentoring, capacity building for staff - Health Issues -inadequate medical facilities for detainees - Not all staff understand their roles & responsibilities. - Organisational structure & Delegation of powers inadequate - Poor managerial skills -command and control being lost - lack of staff discipline and respect – absenteeism - Low staff morale - breaches of Standard Operating Procedures -disciplinary matters not managed - Wantok System/Nepotism - unjustified promotions - Lack of communication at all levels - Outdated legislation/policy to meet current challenges – review required - Lack of interaction, cooperation and collaboration with the stakeholders. - Poor ICT Facilities - real time data & communication links - & data management systems - Utility services are unreliable – water, power, sanitation - Poor detainee management – parole - slow detainee classification processes -risk needs assessments, rehabilitation programs etc. require attention - Failure to implement work plans/ Poor sustainability of projects & programs. - Financial Constraints – costs exceed budget allocation – impact on transportation, fuel, rations, security, restraints, firearms etc. - Ineffective, inefficient procurement systems - Poor and outdated asset register - Available land under developed. - Human Rights – GESI Issues not adequately addressed - National Call Outs 	<ul style="list-style-type: none"> - Land Issues -Negotiating land availability for CS facilities with land owners. - Political Interference - Lack of stakeholder understanding in the law and justice sector. - Natural Disasters (No Disaster Management Plan) - Continuing financial constraints - Civil Unrest - Wars/Armed conflicts - Insecure infrastructure & security systems leading to - breakouts - Leadership instability arising from decisions taken outside of CS - Terrorist attacks - Corruption within the service - Health Issues affecting staff and detainees – e.g. outbreaks of communicable diseases - Industrial disputes and/or strikes arising from dissatisfaction amongst members (e.g. over promotions) - Ethnic clashes within and outside institutions - Inability to keep up with changes in technology - No proper intelligence gathering - Internal organisational politics - Unstable government/policy changes - Court ordered changes which may be difficult to implement - National Call Outs – depleting CS workforce - Ongoing increase in the remand and detainee populations without complementary increase in resourcing - Impact of non-compliance by PNGCS and United Nations Standards for Human Rights - Traditional Values And cultures

Table 1: Outcomes of the SWOT Analysis: a snapshot of the issues: The contradictions between what some identify as strengths and other and weaknesses or challenges may be the result of differences in the location, size and age of the Institution and the external resources available to them. They may also reflect differences in the effectiveness of institutional management.

4.3 Putting it together

Correctional Service faces significant challenges both now and into the future. Most evident are those related to:

- inadequate resources and financial management;
- aging and inadequate infrastructure and facilities to cope with growth in prison populations, detention of remandees and vulnerable groups and staff and their families;
- poor management of human resources, particularly in relation to an apparent trend towards increases in absenteeism, poor punctuality, lack of discipline (e.g. lack of clear disciplinary procedures or the application of those procedures and a decline in work performance;
- an ageing workforce and limited resources available to undertake the ongoing recruitment process at the required level.

Going forward CS must make available opportunities for Officers demonstrating commitment and potential to access management and leadership development. A focus on skills development and access to customised training together with a renewed focus on adherence to the CS Code of Conduct, Standing Orders and Local orders will in time improve conditions within the workplace and boost morale. Building partnerships with in-country institutions and bodies overseas should offer opportunities for collaborative learning and sharing of common issues and at the same time contribute to peace, stability and cooperation in the region. An example of this is the current arrangement where officers from Vanuatu are in PNG on a 12 month training program with Correctional Service.

The Papua New Guinea Government and donor partners have a good understanding of the needs of the Sector and its core functions. However, competing demands on the Government as well as on donor funding and any future changes in priorities pose a risk to Correctional Service in the long term. A further decrease in resources would cause delays in implementing the Correctional Service 20 Year Infrastructure Plan and place a significant burden on the day to day operations of Correctional Service Institutions.

Establishing appropriate performance monitoring frameworks and learning from past experiences in an environment which supports open and frank dialogue will assist CS to be proactive rather than reacting to issues as they arise and maximise available opportunities.



"Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek" Barack Obama

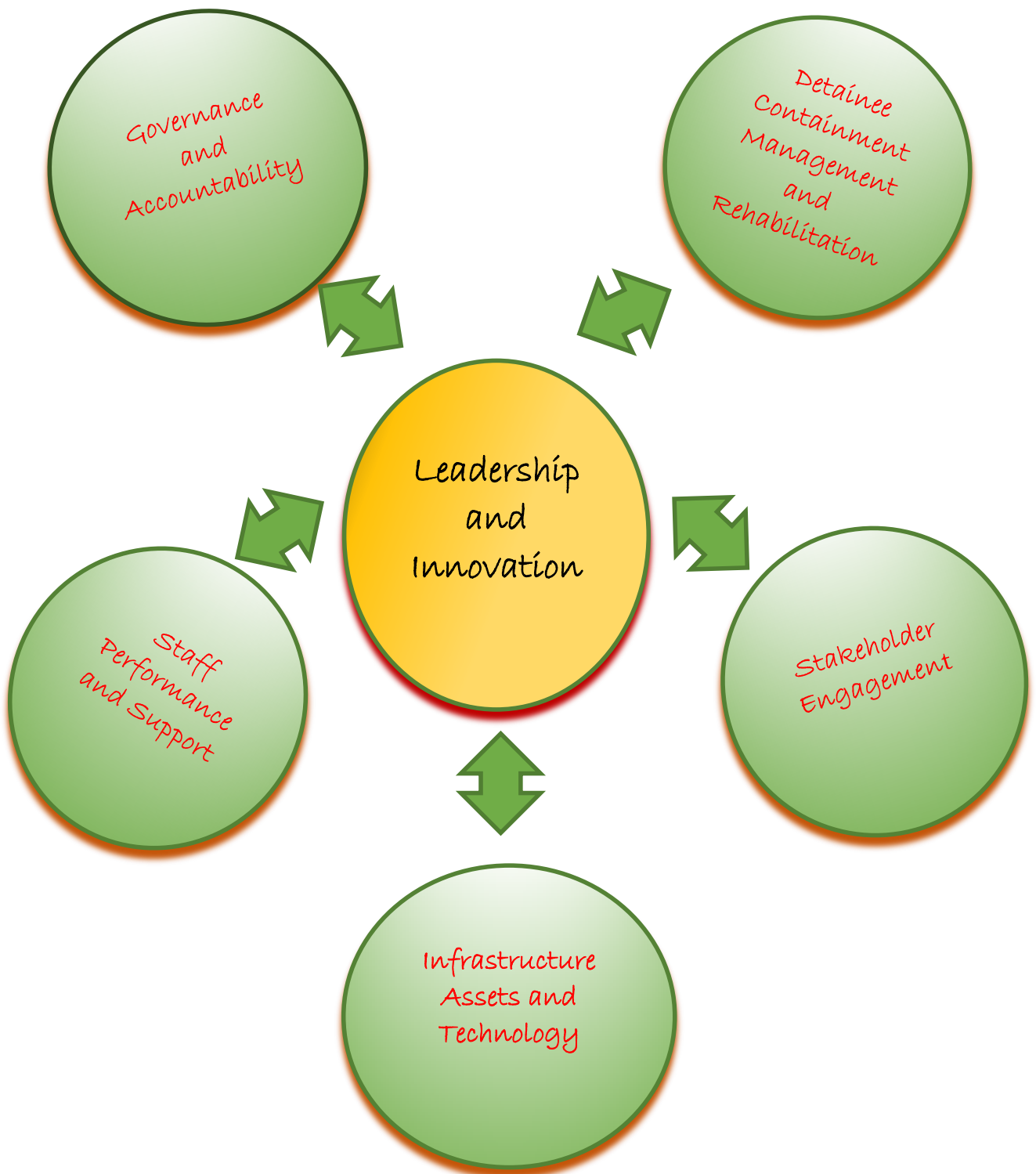
5. Key Achievements 2011 -2018

- ❖ Correctional Service Officers joined their colleagues from RPNGC in providing security during the 2017 National Elections and subsequently 374 Officers participated with RPNGC and Defence forces in the Joint Security Task Force which successfully provided security support for APEC in 2018. In addition, 120 Officers provided security for ACPEU and in 2016 supported the effort to maintain community safety during the FIFA Women's World Cup.
- ❖ Correctional Service Rehabilitation and Prison Industry Policies were launched in 2017.
- ❖ Prison Service Charters were launched in 4 Correctional Institutions and over 500 complaints and comments have been received and processed.
- ❖ A National Prison Review was commenced in late 2017 and completed in the first quarter for 2018, the recommendations from which will underpin organisational change going forward.
- ❖ Correctional Service successfully secured funding through to end 2019 from the Australian Government through the Justice Services and Stability for Development Program to support organisational reform and change. The Correctional Service Modernisation Program is in its early stages and will be launched in 2019.
- ❖ Three Correctional Institutions have been selected to be developed as Institutions of Excellence and act as models for future development.
- ❖ Establishment of Community Correctional Centres in 4 locations have improved community engagement and provided better avenues for detainee reintegration activities.
- ❖ 30 Community Health Workers have been trained.
- ❖ "Improving Human Rights & Responsibilities": Health Initiative Roll-out for Remand and Convicted Detainees. In 2017/18 ICRC conducted training and developed a Health Assessment tool for use in Institutions.
- ❖ Over 300 Officers were promoted in 2015 – of these 33 were women.



6. Our Strategic Priorities

This plan includes a set of goals and related strategies listed under six Priority Areas. It is against the achievement of these goals and strategies that we will measure our success. We have not included a detailed plan for how to progress each of these higher-level strategies. How we implement and deliver will be reflected in Correctional Service Annual Activity Implementation Plans in this and subsequent years.



6.1 Leadership and Innovation

As PNG moves towards further involvement in the global economy and increases its participation on the international stage, its social, legal and political institutions will be under greater scrutiny. The leadership of these institutions and organisations must be up to the challenge of guiding and directing them to achieve real outcomes against international standards. How we treat those detained by the courts; how we care for vulnerable groups in prisons; how we manage our staff and the resources provided by our Government are all indicators of the quality and commitment of the leadership and management of Correctional Service.

OUTCOME 1: A transformed and modernised PNG Correctional Service operating in accordance with internationally recognised good governance and practice.

Goals and Strategies

6.1.1 To build the leadership and management capability of Correctional Service to achieve results.

- Introduce accelerated executive/leadership/management capacity development programs.
- Partner with other discipline forces (PNG Defence Force and RPNGC) in the provision of management and leadership development programs.
- Conduct ongoing targeted revision and development of organisational structures, systems, processes.
- Explore opportunities both within PNG and overseas to further develop leadership competencies within CS.



6.1.2 To maximise the corporate capacity of PNG Correctional Service to deliver sustainable services.

- Obtain expert advice with a view to enhancing the capacity of Correctional Service to manage finances efficiently and effectively in accordance with Government of Papua New Guinea Financial Instructions and ensure alignment with agency priorities.
- Support the development and implementation of good practice in human resources (workforce) planning, management and development aimed at building staff knowledge, skills and expertise.
- Introduce robust accountability and risk management systems to support competent management.

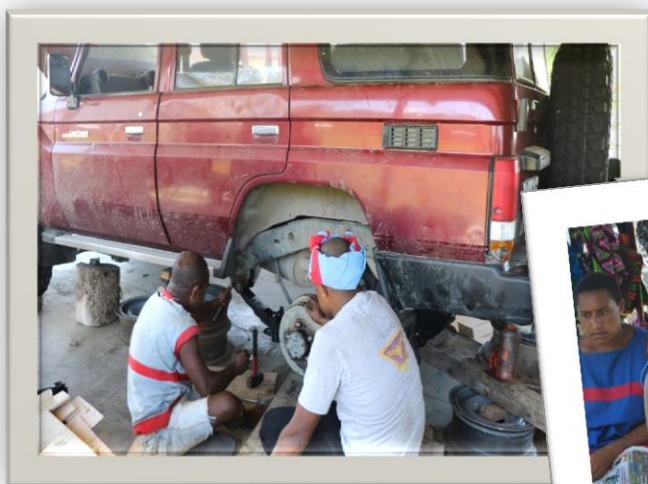
CORRECTIONAL SERVICE needs:

"Ethical and competent leaders and managers, who are appropriately qualified and trained for the positions they hold and the roles they perform."

PNG National Prison Review NPR 2018

6.1.3 To encourage innovation in the management and delivery of PNG Correctional Service.

- Establish a CS Modernisation Program Project Team (MPPT) responsible for providing ongoing communication with staff on all aspects of the Program.
- Identify and establish two Institutions of Excellence (IoE's) in year one and use these subsequently as models for further enhancement of other Institutions (IoE's will implement a wide range of the recommendations from the NPR).
- Remodel, re-organise and re-classify current Correctional Facilities and specialised Centres.
- Provide ongoing support to Institutions in the design and implementation of Prison Industries as they are introduced across the Provinces.
- Explore the potential to generate revenue and achieve a level of self-sustainability through prison industries and other assets (e.g. Land and CS Training College).



6.2 Governance and Accountability

Correctional Service faces significant challenges in relation to governance. The National Prison Review confirmed the need for governance structures to be reviewed and for action to be taken to improve leadership, financial management, human resource management, learning and development and standardise systems, policies and procedures. The need for planning and the assessment of performance in a structured, timely manner was also given high priority, as was that of ensuring sustainability of activity in the longer term.

OUTCOME 2: The Government and stakeholders have confidence that PNGCS is well governed, free from corruption and that all activity is characterised by standards of transparency and accountability.

Goals and Strategies

6.2.1 To provide Correctional Service with a strong policy platform on which to base its operations.

- Review all organisational policies and enabling regulations with a view to ensure currency.
- Introduce and implement new policies as required in accordance with recommendations from the National Prison Review.
- Review, modify as necessary and disseminate all Standing Orders and Local Orders.
- Ensure compliance with Whole of Government policies and strategies, including Gender Equity and Social Inclusion (GESI).

6.2.2 To create an organisation built on standards of professionalism, compliance, accountability and transparency.

- Introduce a new promotion/performance management system for all officers aligned to recent PNG Public Service Reform.
- Promote the introduction of Prison Service Charters across all Correctional Service Institutions.
- Develop a new, comprehensive code of conduct and distribute to all CS staff.
- Support whole of government initiatives to prevent fraud and counteract corruption and adopt a zero-tolerance position to fraud and corruption within Correctional Service.
- Ensure that all officers are aware of their roles and responsibilities.
- Improve organisational planning and build performance management frameworks (including data collection systems and methodologies) for implementation across the Correctional Service.
- Undertake continuous operational audits of institutions and provide regular reports to the Commissioner.
- Overhaul procurement systems and establish mechanisms for close monitoring
- Participate effectively as a Discipline Force to protect the interest and affairs of the Government and people of PNG.

"It is not only what we do, but also what we do not do, for which we are accountable."
Moliere

6.3 Staff Performance and Support

Our staff are the backbone of Correctional Service and as such they should not be overlooked. We must examine carefully the conditions under which they live and work, explore options to improve these and ensure that when the time comes for retirement officers can leave the Service with dignity. They in turn have a responsibility to perform at their best, to put in a full day's work, to educate themselves and build their capacity as professionals and to support and protect each other in environments that often pose significant threats. The National Prison Review identified the need to improve staff housing (see section Infrastructure and facilities) and to provide officers with the training, equipment and remuneration they deserve. Over the period of this plan we will be looking at these issues.

OUTCOME 3: A significant and sustainable improvement in staff performance and morale.

Goals and Strategies

6.3.1 To create a work environment that is focussed on dignity and mutual respect with clear standards of behaviour and performance expectations.

- Take appropriate action to rebuild morale, discipline and management at all levels of the organisation.
- Ensure open communication with all staff in the development of organisational policies, regulations and codes of conduct.
- Disseminate the above information widely, ensuring that all staff are aware of their roles and responsibilities.
- Introduce mechanisms for monitoring and assessing individual work performance.
- Prepare a CS Succession Management Plan 2019-2022 (including Officers' Retirement Plan).

6.3.2 To improve the safety and quality of workplace and living conditions for CS staff.

- Through the implementation of the CS Infrastructure Development Plan, systematically make improvements to Institutional staff housing.
- Maintain safe and healthy work environments by improving security and ensuring that basic services (water, power etc.) are available.
- Introduce strategies to provide ongoing support to staff experiencing the effects of work related stress and trauma.
- Review the state of communication systems and equipment and access to personal protection equipment in each Institution with a view to improving these in order of priority.

"To give real service you must add something which cannot be bought or measured with money, and that is sincerity and integrity". Douglas Adams

6.3.3 To encourage a culture of learning and development within Correctional Service.

- Review existing centralised recruitment and training functions to assess effectiveness and efficiency against other options.
- Introduce and encourage staff to take up learning and development opportunities to improve the competencies required to achieve the outcomes desired by CS.
- Maximise opportunities for staff to access professional support for mental and physical health related matters.
- Encourage all staff to share their knowledge and skills with colleagues.
- Provide training opportunities to Smaller Island nations.



Prisoner's participation-PNG Games; Kimbe 2017

6.4 Detainee Containment, Management and Rehabilitation

The age of our Institutions, the overcrowding in many of them and the unacceptable number of detainees on remand for long periods of time all contribute to the high escape rate. Coupled with these issues Correctional Service does not always have at its disposal the health and welfare resources necessary to provide an acceptable level of care and security. However, there are steps that can be taken to improve diets and provide detainees with opportunities for engagement in rehabilitation and reintegration programs, often in partnership with external stakeholders.

The creation of **Prison Industries** in our Institutions is one of the steps CS will take to achieve this outcome. Similarly, with the necessary commitment of all staff improvements can be made in containment and prevention of escapes. We must be mindful of the old saying; “Where there is a will, there is a way!”

OUTCOME 4: Significant and sustainable improvement in Institutional security, detainee health and living conditions and opportunities for rehabilitation and successful reintegration.

Goals and Strategies

6.4.1 To achieve a zero-escape rate from PNGCS Institutions.

- Review PNGCS policies/procedures in relation to humane containment.
- Each Institution to identify security risks and identify strategies to eliminate them.
- Every Institution to have a Secure Containment Plan which should include action to be taken in the event of a riot or disturbance and an escape.
- Ensure training options are available to upskill Officers on security and containment.

6.4.2 To develop thriving prison industries able to build detainee technical skills, supplement detainee diets and generate revenue.

- Introduce or further develop prison industries of various types and sizes according to Institutional classifications.
- Ensure industries are established and managed in accordance with Government of PNG financial and other business development practices.
- Recruit technical staff to assist prison industry development.
- Train staff in Institutions to manage all aspects of a prison industry.

PRISON INDUSTRY PROGRAM

In the Medium-Term Development Plan III 2018 -2022 the PNG Government committed K11m to the introduction of prison-based industries designed to assist in the rehabilitation of prisoners, where feasible supplement diet and assist Institutions to achieve a level of self-sustainability.

6.4.3 To provide Community Correctional Centres (Rural Lock Ups) as an alternative option for rehabilitation and re-integration of detainees into the community.

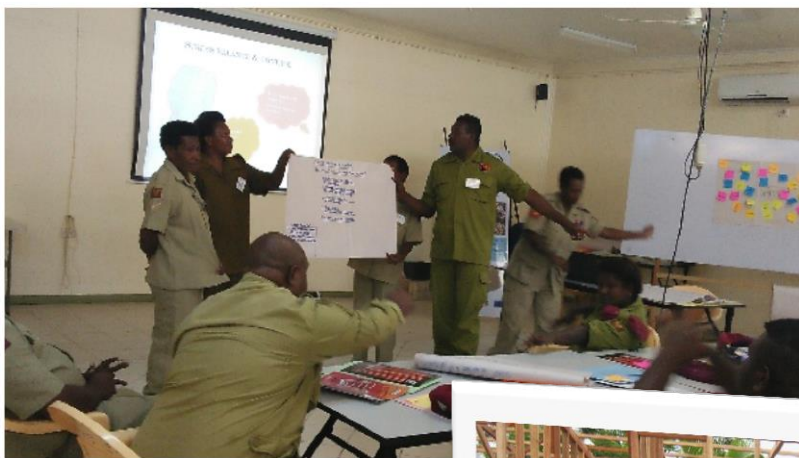
- In partnership with external stakeholders adopt innovative approaches to improving rehabilitation and up-skilling program for low risk detainees in CCC's.
- In partnership with external stakeholders including DJAG (Probation and Parole Services) maximise opportunities for successful reintegration of detainees into the community.

6.4.4 To improve the health and well-being of detainees including those in vulnerable groups

- Ensure that the rights and dignity of detainees in our care are upheld.
- Undertake health assessments of all detainees at time of reception.
- In partnership with key stakeholders (e.g. ICRC and Department of health) act to ensure detainee access to health and medical services.
- Ensure that vulnerable groups (women, juveniles and people with disabilities) are treated in accordance with the United Nations Standard Minimum Rules for the Protection of Prisoners.
- Enhance detainee diets by supplementing rations with fresh prison farm produce.

6.4.5 To maximise opportunities for detainees to improve their skills, behaviours and attitudes in preparation for successful release to the community

- Prepare policy/procedural responses to recommendations from the NPR regarding detainee case management, assessment, monitoring and reporting etc.
- Ensure needs-based plans and interventions, based on an assessment of the security risk and criminal profile of individuals, are in place for all detainees and that they are productively engaged in daily structured activities.
- Implement procedures to monitor and record detainee engagement in daily activities and social, spiritual and employment skills development programs.
- Maintain accurate and comprehensive detainee records to assist the parole application process.



6.5 Infrastructure, Assets and Technology

Without doubt the state of CS Institutional infrastructure is a significant cause of concern. Frequently we are unable to contain detainees according to their level of risk and do not have the facilities to separate different categories of detainee (convicted prisoners, those on remand, juveniles, women etc.). Correctional Service is committed to respond to the findings of the NPR and will embark in 2019 on a priority-based plan for the modernisation of CS infrastructure. Similarly, CS will continue to roll out its integrated detainee case management system during the life of this plan.

OUTCOME 5: Correctional Service infrastructure, assets and information and communication technology are well-constructed and maintained and meet end user standards and requirements.

Goals and Strategies

6.5.1 To provide an adequate standard of housing and facilities for CS staff.

- Approve and implement CS Infrastructure Standardisation Plan (staff housing).
- Upgrade or replace existing staff housing to ensure an acceptable standard of accommodation for single officers and families.
- Construct accommodation to house new recruits where necessary.
- Construct new prisons as required.
- Construct Community Correctional Centres as required.

6.5.2 To ensure that physical infrastructure supports safe, secure and humane containment of detainees including vulnerable groups.

- Upgrade or replace Correctional Service infrastructure and facilities which are culturally appropriate and meet contemporary standards.
- Approve and implement CS Infrastructure Standardisation Plan (Institutions).
- Implement 20 year Infrastructure Plan in accordance with determined priorities.

6.5.3 To efficiently and effectively manage procurement, maintenance and monitoring of all assets.

- Establish and maintain an asset management system across Correctional Service including in Institutions.
- Implement strategies to ensure that infrastructure development is delivered on time and on budget.
- Ensure that procurement, purchase and disposal of all assets complies with the PNG Financial Management Act, and other relevant guidelines and requirements.
- Undertake necessary negotiation to minimise the impact of landowner issues prior to construction of Correctional Service facilities.

6.5.4 To provide and maintain information and communication technology to meet the management and operational needs of Correctional Service

- Ensure that all Correctional Institutions are linked to the CS ICT network.
- Upgrade telecommunication systems to ensure low cost and timely access to voice communication.
- Maintain a current inventory of all ICT assets.
- Maintain effective day to day provision of ICT services.
- Strategically manage Correctional Service ICT needs.

6.6 Stakeholder Engagement

The Correctional Service acknowledges the importance of establishing and maintaining strong and productive relationships with a variety of partners and stakeholders. It is committed to strengthening partnerships between agencies within the Law and Justice Sector, with key external stakeholders (e.g. Provincial and Local Governments, NGO's and Faith Based organisations) and improving coordination across the different divisions/branches within PNGCS. There is also a strong commitment from PNGCS to forge and maintain productive working relationships with development partners and regional and international justice agencies and professional associations.

OUTCOME 6: Relationships within and between Correctional Service, key stakeholders and the community are productive and result in positive outcomes for detainees and staff.

Goals and Strategies

6.6.1 To achieve and maintain productive working relationships with relevant key stakeholders.

- Maximise opportunities arising from relationships with Provincial, Regional and International partners and professional associations.

6.6.2 To achieve internal coordination and accountability within the Correctional Service.

- Actively promote engagement with other relevant government departments and donors to ensure effective implementation of Correctional Service programs.
- Work collaboratively with development partners to ensure that donor programs are closely aligned with Correctional Service priorities.
- Review internal coordinating mechanisms to ensure currency and relevance to the roles and functions of Correctional Service.
- Review the internal corporate and administrative communication systems and structures and implement findings.



7. Performance Monitoring Framework

Knowing what Correctional Service does is critical to CS operations, to the Government and the people of this country. Every citizen wants to know the successes or “good results”. Being able to articulate our successes and the lessons we have learned and knowing what works best and what does not work allows us to make changes. A Performance Monitoring Framework (PMF) will help us do that.

7.1 Monitoring and Reporting

All Commanding Officers and officers at middle management and supervisory levels are required to report against their Annual Activity Plans on a monthly and quarterly basis. Regular reports and briefs to the CSET and to the Commissioner will be consistently maintained. These reports will contribute to the agency Annual Performance Report which must be available to the Parliament and in the public domain by March of the following operating year.

Reporting Tools

Correctional Service has in place a range of reporting tools. During the period of this plan, all tools will be reviewed to assess their value in management decision making and in supporting continuous improvement.

Existing Reporting tools in place for use are:

- Monthly Report Packs; Transport Returns; Staff Returns; Staff Discipline Reports
- Monthly Detainees Rolls and Returns; Detainee Escape Reports
- Weekly Detainee Statistics
- Management and Investigation Reports
- Internal Audit Management Reports
- Quarterly Reports from Institutions, CS Training College and CS Headquarter
- Other formal reports

7.2 Key Performance Indicators (KPIs)

Key Performance Indicators help us to assess how well we are performing. They are the critical indicators of progress toward an intended result. Indicators act as a measurement of success and assist in understanding what has contributed to or impeded our progress.

KPIs provide a focus for strategic and operational improvement, create an analytical basis for decision making and help focus attention on what matters most.

Identifying our KPI's is the first step in a process of measuring our success against our goals. We must then determine targets we are aiming for and how they will be measured and the evidence that will support our achievements.

Our priority indicators and targets for this planning period are in the following table.

7.3 Priority KPI's and Targets for 2019-2022

Indicator	Target
1. Number of escapees	80% reduction in escapees by 2022 based on 2018 numbers
2. Participation rate in rehabilitation and prison industry programs	20-30% participation of detainees in prison industry and other programs by 2022
3. Number of prison industries in operation	All CS Institutions will develop and commence implementation of a Prison Industry plan by 2022
4. Amount of revenue generated by prison industries	70% of Institutions receiving Prison Industry funds will generate more than 100% of the amount received.
5. Quality of detainee diet	All Institutions will have a domestic garden to supply fresh vegetables and fruit to supplement detainee diets.
6. Number of new Community Correctional Centres (CCC's) built and operating	5 additional Community Corrections Centres in place by 2022
7. Number of breaches of discipline/offences investigated by CS Internal Affairs (IA)	60% reduction in cases investigated by IA
8. Currency of detainee case management information	All detainee information will be recorded and current within 14 days by 2022
9. Number of parole applications granted as a percentage of those received	50% of applications granted
10. Number of staff complaints	70% reduction in staff complaints based on 2018 numbers
11. Correctional Service Leadership Capacity	Improvement in CS leadership capacity based on annual performance assessments
12. Number CS staff trained	Average of 35 officers receive training annually up to 2022
13. CS Officer to prisoner ratio meets international standards	Staff strength increased to 2400 by 2022
14. Transparency and efficiency in administration and financial management	All financial reports (cash flow, monthly and quarterly) to CSET are provided on time, accurate and in required format.
15. New prisons (Mukuramanda, Buka, Hawa, Kerema and Manus) completed	5 Institutions completed by 2022
16. Detainee health	Improvement based on detainee health and risk assessments.

8. TRIBUTE TO FORMER COMMISSIONER – MICHAEL N. WAIPO, MBE, DCS, AND THE CURRENT CORRECTIONAL SERVICE EXECUTIVE TEAM MEMBERS



In all humility, former Commissioner Michael Naplau Waipo MBE, DCS, has given 42 years of great service to Papua New Guinea Correctional Service, the Government, and the people of Papua New Guinea.

As one of the cadets at the Joint Services College in 1976, Cadet Officer Waipo was asked a simple question by his Instructor about his employment in Correctional Service. The Instructor asked him: ‘what is your dream to join Correctional Service?’ Waipo responded “to be the Commissioner one day”. His dream was fulfilled in 2014 when the Government appointed him as the Commissioner to Papua New Guinea Correctional Service.

As we launch the second Correctional Service Strategic Plan 2019-2022, we reflect on former Commissioner Waipo’s time in Office. He pioneered the establishment of the Joint Forces College in 2014. The College is now in its 3rd year of operations. He pushed for the Correctional Service National Prison Review in 2014. The review commenced in 2017 and was completed in 2018. Some of the recommendations from this review are included in the CS Strategic Plan II of 2019-2022, paving the way for modernisation of Correctional Service.

In all fairness, the current members of the Correctional Service Executive Team have contributed 100s of years of service to PNG Correctional Service. Deputy Commissioner Dennis K. Piandi DCS, Assistant Commissioner Henry Joseph Wavik MBE, a former Deputy Commissioner Operations, former Acting Commissioner and currently Assistant Commissioner for both Northern and Southern Regions, Assistant Commissioner Phillip Eka DCS, Assistant Commissioner Michael J Mosiri DCS, Assistant Commissioner David Kanumbom DCS and Assistant Commissioner David Suagu, have together, provided strong leadership, good management and administration of Correctional Service.

I have been so privileged to work with these senior executives and with former Commissioner, Michael Naplau Waipo MBE, DCS.

I pray that we will continue to rebuild the Correctional Service based on the strong and stable leadership and vision of those who have walked before us, those of us still here, and the ones coming after us. Realising and concentrating on one vision with every Officer following one Commissioner, Minister and Government of Papua New Guinea, will bring Correctional Service back on its feet as one of the best managed Departments.

To Yahweh Elohim’s glory.

A handwritten signature in black ink, appearing to read 'Stephen Pokanis'.

STEPHEN POKANIS, OBE, DCS
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PNG Correctional Service

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