



CORRECTIONAL SERVICE



Strategic Plan

2011 - 2020

Partnership in Enhancing
Safety and Security of the
Community



2011/10/15

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PNG CORRECTIONAL SERVICE

STRATEGIC PLAN 2011- 2020

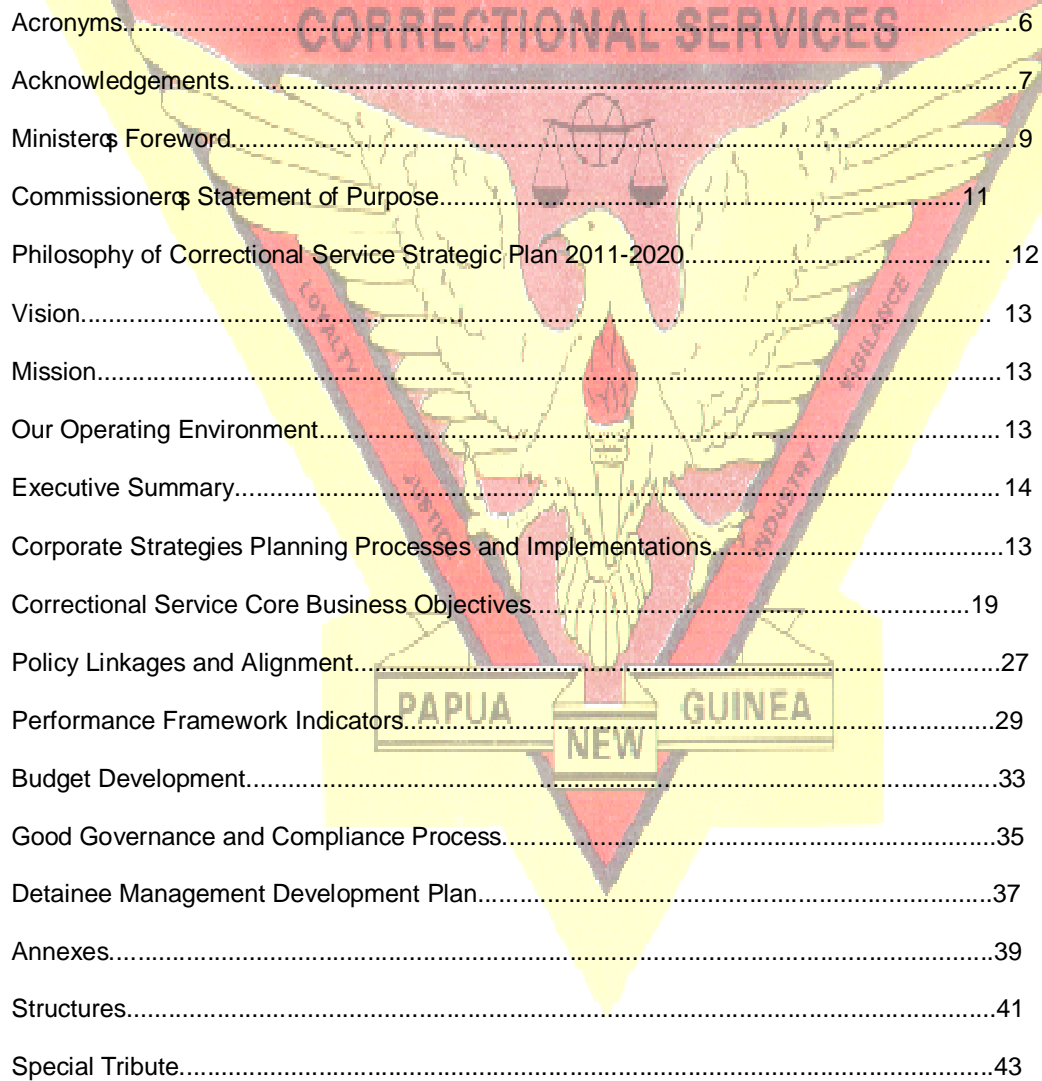
**Partnership in Enhancing
Safety and Security
of the Community**



Workers setting foundation for the Southern Cross tank during the construction of new Baisu prison, Mt. Hagen, WHP

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ACRONYMS



APR	ANNUAL PERFORMANCE REPORT
CBO	CORE BUSINESS OBJECTIVES
CCC	COMMUNITY CORRECTION CENTRES
CIMT	CORRECTIONAL INSTITUTION MANAGEMENT TEAM
CS	CORRECTIONAL SERVICE
CSAAIP	CORRECTIONAL SERVICE ANNUAL ACTIVITY IMPLEMENTATION PLAN
CSCP 2006 - 2010	CORRECTIONAL SERVICE CORPORATE PLAN 2006 - 2010
CSET	CORRECTIONAL SERVICE SENIOR EXECUTIVE TEAM
CSSP 2011 - 2020	CORRECTIONAL SERVICE STRATEGIC PLAN 2011 - 2020
CSTC	CORRECTIONAL SERVICE TRAINING COLLEGE
ICT	INFORMATION, COMMUNICATION, TECHNOLOGY
KRA	KEY RESULT AREA
LJS	LAW AND JUSTICE SECTOR
LNG	LIQUIFIED NATURAL GAS
MTDP 2015	MEDIUM TERM DEVELOPMENT PLAN 2015
NCM	NATIONAL COORDINATION MECHANISM
PMF	PERFORMANCE MONITORING FRAMEWORK
PNG DSP 2030	PAPUA NEW GUINEA DEVELOPMENT STRATEGIC PLAN 2030
PNG	PAPUA NEW GUINEA
PNGV50	PAPUA NEW GUINEA VISION 2050
PPA	PARTNERSHIP AND PARTICIPATORY APPROACH

1. ACKNOWLEDGEMENTS

The Correctional Service Strategic Plan 2011-2020 (CSSP 2011-2020) was formulated by the Corporate Policy, Planning and Research Directorate, through extensive consultations and intensive discussions facilitated by the Correctional Service Consultative, Planning and Review Team which consisted of Assistant Commissioner Stephen Pokanis, Senior Inspectors Job Tamoko, Francesca Marengo, and Dominic Charah.

The Team Members were well supported in policy and technical input by Deputy Commissioner for Corporate Affairs . Deputy Commissioner Dominic ToMar MBE, DCS. We acknowledge his wealth of corporate experience and as the pioneer in policy development in Correctional Service (CS) for over 15 years.

The Team visited 15 Correctional Institutions (CI) throughout the four regions, sat with the Commanding Officers, Functional Managers, Correctional Institution Management Teams (CIMT), and Officers, and consulted with them on past performances in the Institutions under the Correctional Service Corporate Plan 2006-2010 (CSCP 2006-2010) Key Result Areas (KRA) and implementation of strategies. The result of their work is this ten year Strategic Plan.

The Team sat with Commandant for Correctional Service Training College (CSTC), Commanding Officer Headquarter, Officers from the College and Headquarter and reviewed the KRAs under CSCP 2006-2010, and held intensive debate on changes to KRAs, Strategies, and Outcomes for inclusion into the new 10 year plan for the department.

The Team Members also reviewed all relevant policies including key government policies, the law and justice sector policies and strategies and put all this information together to form the framework of the CSSP 2011-2020.

The first draft of the CSSP 2011-2020 was presented to the Commanding Officers, Senior Executive Management Team (CSET) and Directors and Managers at the Senior Managers Conference held in Lae, Morobe Province, in April 2011. Changes and endorsement of the draft was agreed to at the conference.

The second and third drafts of the CSSP 2011-2020 was presented to the Commissioner and CSET

Members for their input confirmation and endorsement.

The final draft was agreed to at the CSET workshop which was held at March Girls Resort, Central Province, on 14th July 2011.

The final draft document was circulated to members of the National Coordinating Mechanism (NCM) and selected departments and organisations for their comments in July 2011. Publication, launching and distribution of CSSP 2011-2020 was completed in December 2011.

The fourth Corporate Strategic Plan was done through wider consultations and feedbacks from all CS Officers, from the Law and Justice Sector (LJS) agencies, and central Government Departments and Stakeholders.

This 10 year Strategic Plan belongs to all CS Officers past, present, and future, as a guide to work in partnership with all Government agencies, Churches, Civil Society, and other stakeholders to fulfil the 10 year vision of this department. The plan provides stability on programs and development, harnessing all resources, managed by committed leaders and officers to see that the CS vision is achieved.

To all of you who participated and who were involved in the start to end of this important document . the Technical Team Members would like to thank you for your valuable contributions and support.

Finally, we honour our God Almighty for His wisdom, His kindness, and His knowledge that He has freely given to all His sons and daughters to carry His will on earth through his Son Jesus Christ and his Holy Spirit . we humble ourselves to fulfil the vision of this Strategic Plan . knowing that we are servants of our people and our Government.

All glory and all honour belongs to our Sovereign God Almighty.



Buimo prisoners displaying prison products in NARI Show, Lae, Morobe



2. MINISTER'S FOREWORD

I have great pleasure in writing this foreword to this fourth Correctional Service Strategic Plan 2011-2020 (CSSP 2011-2020).

The Strategic Plan charts the direction the Correctional Service will take over the next decade. The plan outlines the strategies Correctional Service will implement in order to achieve the goals of the Papua New Guinea Vision 2050. These strategies are aligned to the Papua New Guinea Development Strategic Plan 2030 and the Medium Term Development Plan 2015.

Under the Constitution, Correctional Service is mandated to take custody of persons sentenced to imprisonment by the Courts and to offer them the opportunity to change their offending behaviour. The CSSP 2011-2020 offers the way in which Correctional Service will meet its mandate in the period 2011-2020.

As an Agency of the Law and Justice Sector and a PNG Discipline Service, Correctional Service contributes more specifically to the objectives of Pillar 4 on "**National Security and International Relations**" in the Papua New Guinea Vision 2050.

I have every confidence that the present management and those to come in the future will use this Strategic Plan and commit themselves and the Organization to its achievement. In so doing, Correctional Service will be making a valuable and important contribution to the overall development of Papua New Guinea and its people.

May God bless and guide every Correctional Officer and Stakeholder who will participate with Department of Correctional Service to achieve the aspirations of this Strategic Plan.

Honourable SAI SAILON BESEO MP
Minister for Correctional Service
Member for Kainantu Open Electorate, Eastern Highlands Province



Cocoa Development training with Dept of Agriculture & Livestock in Lakiemata C.I, WNB



3. COMMISSIONER'S STATEMENT OF PURPOSE

Papua New Guinea (PNG) has entered a new era in its development as a nation. The Papua New Guinea Vision 2050 and the LNG Project herald the era of unprecedented development. At the same time they could lead to a period of disappointment, dissatisfaction and political and social turmoil if real development and the much anticipated wealth and job spin-offs do not eventuate.

The Correctional Service Strategic Plan 2011-2020 (CSSP 2011-2020) is the plan by which the department will contribute, in partnership with the Law and Justice Sector Agencies, Development Partners and all stakeholders towards the development of this country.

CS acknowledges Law and Order as a precondition for development and the role of the Law and Justice Sector to create an environment which is conducive to economic, political and social development in Papua New Guinea. The role of CS is to humanely and securely contain detainees and to rehabilitate them so that as reformed citizens they will play a positive role in nation building.

The strategies for CS in fulfilling this role are outlined in the CSSP 2011-2020. The Plan has a life time of 10 years. Such a period was chosen to allow for sound and constructive long-term planning, better monitoring and reporting on impacts assessments, reviewing and maintaining consistency in the implementation of projects.

The CSSP 2011-2020 is aligned to PNG Vision 2050; the PNG Development Strategic Plan 2010 - 2030, the PNG Medium Term Development Plan 2011 - 2015, the National Law and Justice Policy and Plan of Action, the Law and Justice Sector Strategic Framework (amended in 2011), and other enabling policies and strategies. In all, CS is a partner in working with all key players in achieving the goals of the PNG Vision 2050.

CS can best achieve these high level objectives through implementation of its mandate to provide humane and secure containment and to offer opportunities for rehabilitation of detainees convicted by the Courts. The plan sets the direction for CS Management and Officers in this endeavour in the next ten years. It is for the top management to take the lead in maintaining strong leadership and to see the implementation of these strategies and achieve the outcomes for the people of Papua New Guinea.

The ownership to drive and implement the Strategic Plan belongs in the first instance to CS Senior Executive Management Team (CSET) and Officers. It also belongs to the LJS as a contribution to the achievement of the Sector's vision of a **Just Safe and Secure Society**. And most importantly, for all Stakeholder Partners who commit their time and resources in their desire and vision to see positive transformation of detainees in custody including those marginalised in the society. Finally I urge the CSET, and Officers of CS to take ownership of this Ten Year Strategic Plan and to make it work for the benefit of Correctional Service but more importantly for the good of the people of Papua New Guinea.

May the Sovereign God Almighty guide and direct us to achieve success together in the next ten years and beyond.

MARTIN BALTHASAR DCS
Acting Commissioner
Department of Correctional Service

Philosophy of the Correctional Service Strategic Plan 2011-2020

VISION

LEADER IN DETAINEE MANAGEMENT AND TRANSFORMATION - CONTRIBUTING PURPOSELY TO A JUST, SAFE AND SECURE PAPUA NEW GUINEA

MISSION

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

CORRECTIONAL SERVICE EIGHT (8) CORE BUSINESS OBJECTIVES

The Eight (8) Core Business Objectives are also the enablers to reach CS long term outcomes. They complement and depend on each other to fulfil CS SP 2011-2020 PNG Vision 2050

Core Business Objective 1:
Corporate Excellence in Correctional Service

Core Business Objective 2:
Detainee Management and Containment Services

Core Business Objective 3:
Community Correction Centres

Core Business Objective 4:
Detainee Rehabilitation and Re-Integration Services

Core Business Objective 5:
Strategic Partnership Coordination Services

Core Business Objective 6:
Infrastructure Development, Management and Sustainable Services

Core Business Objective 7:
Prison Industries Management and Administration Services

Core Business Objective 8:
National Security Services

OUTCOMES

What Correctional Service Intends to Achieve in 10 years

High Corporate Excellence and Good Governance Leading to Effective Service Delivery

Highest number of detainees accessing services in correctional institutions

Highest number of Convicted Detainees involved in Community Programs

Highest number of Convicted Detainees rehabilitated back into the Society

Increase in number of programs and activities introduced to CS by partners

A User-Friendly infrastructure in place for use by Correctional Service

Industrious Human resource contributing to National development

Professionally trained and committed Discipline Force Officers available for national duties

15 Major Key Performance Indicators

- New Legislation, Policies and Procedures in place and being implemented
- Human Resource well-trained and placed in right positions
- Improved Employment conditions for Members of Correctional Service
- Improved Communication, Information Technology, and including up-to-date data base systems
- High number of detainees classified and separated into separate holding facilities
- High number of Officers and Detainees accessing health services
- High number of Detainees rehabilitated
- High number of Detainees involved in community work projects
- Increase Number of holding facilities to separate detainees by gender and by risk category
- Increase in Stakeholders Participation
- Improved Assets Registry and Management
- High number of infrastructure maintained including transport and other utilities
- High Professional work ethics to corporate and national duties
- A leader in practising and promoting EEO
- Low incidence of discrimination on Gender, HIV-AIDs and Cross-cutting in work place

4. VISION

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

5. MISSION

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

6. OUR OPERATING ENVIRONMENT

The Correctional Service Act of 1995:

- (a) Established the Department of Correctional Service and including Correctional Officers and declared the department as a State Service under Section 188 (2) of the National Constitution;
- (b) Provided for the functions and powers of the Correctional Service and its members and declared Correctional Officers to be a discipline force under Section 207 of the National Constitution;
- (c) Established Correctional Institutions and provided for their administration and for security and control of detainees held in custody;
- (d) Provided for the custody, status, care, welfare and discipline of detainees.

The core business of Correctional Service under Section 7 (1) (a, b, c, d) of the Correctional Service Act of 1995 is in:

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.

7. EXECUTIVE SUMMARY

Since the formal establishment of CS as a Department in 1985, its governing legislation has changed from the Corrective Institutions Service (CIS) Act Chapter 63 of 1957 to the Correctional Service Act of 1982 (amended) and to the Correctional Service Act, No. 6 of 1995. A further review of the Act is envisaged within the life of this plan.

At the operational level PNGCS manages and operates 20 correctional institutions and is responsible for the operations of 6 community correction centres (rural lock ups) throughout Papua New Guinea. Altogether the correctional institutions can accommodate between 3000 to 4000 detainees at any one time. The institutions are managed and operated by staff strength of 1365 uniform officers and civilian employees. It is envisaged that manpower will increase from current approved and funded ceiling of 1405 to approved ceiling of 1808 by 2014.

7.1 Alignment of CSSP with National Government Strategic Plans

While the legislative review and amendment is being contemplated, the launching of the PNG Vision 2050, as the roadmap for PNG's future development gives CS a clear direction and goal toward which it must now undertake its constitutional mandate. The implementation plan for the Vision 2050 is the PNG Development Strategic Plan (DSP) 2010-2030, supported by the first Medium Term Development Plan (MTDP) 2011-2015. These plans contain the high level strategies, the key priorities and the critical enablers which, if implemented fully, will transform Papua New Guinea into a prosperous and wealthy nation by 2050.

The CS Strategic Plan 2011 - 2020 acknowledges these high level strategies and is aligned to them. It also adopts its enablers. At the same time it is aligned to the PNG Law and Justice Sector Strategic Framework (SSF) as amended in 2011. The Strategic Plan embraces all stakeholders who support CS core businesses. It recognises the importance of working in partnership with Law and Justice Sector agencies and all stakeholders to deliver services to the community. In this respect the plan is guided by and supports the LJS Provincial Engagement Strategy and has a special focus on and support for the LJS LNG Strategy.

The CSSP 2011 - 2020 is built on eight main pillars:

1. Corporate Excellence and Governance
2. Detainee Management and Containment Services
3. Community Correction Centres
4. Detainee Rehabilitation and Re-integration Services
5. Strategic Partnerships and Coordination Services
6. Infrastructure Development, Management and Sustainable Services
7. Prison Industries Management and Administration Services
8. National Security Responsiveness

7.2. Major Challenges Facing the Correctional Service

The challenges facing CS are enormous and many. On one hand the expectations of the Government and our citizens are high. On the other the resources available to CS are scarce and limited. The PNG Vision 2050 sees Pillar 4, %Security and International Relations+ as a catalyst for future development. When law and order is contained to a manageable level, a conducive environment for development and prosperity would be created. In this respect CS role under Pillar 4 is fundamental to the achievement of this goal; to see detainees transformed, corrected and equipped with skills, knowledge and confidence to be resourceful when integrated into our society.

The following are among the major priorities and focused areas to be addressed under this plan:

7.1.1 Increased Manpower

The National Government has approved an increase in manpower in the Correctional Service from the current approved ceiling of 1,808 to 7,500 officers by 2050. The increased manpower is in line with the additional roles and functions CS is obliged to undertake in line with its mandate and by virtue of its functions as a discipline service. CS will also recruit civilians to carry out administrative and specialised functions as teachers, medical officers, welfare officers and tradesmen.

7.1.2 CS Role as a member of the Three Discipline Services

CS Officers are members of PNG Discipline Service under Correctional Service Act of 1995 (b) and under Section 207 of the National Constitution. CS participates in joint operations with PNGDF and RPNGC in staging of national events, conduct of general elections and in the delivery of emergency relief to people affected by natural disasters. The reopening of the Joint Services College in Igam Barracks, Lae will further strengthen cooperation and coordination between the three Discipline Services.

In order for CS to undertake this role more effectively Correctional Service will establish a platoon of officers to be known as the Tactical and Response Unit+ comprising of 30 officers and with a reserved contingent of 300. The purpose in establishing the unit will be to enable CS to respond swiftly and appropriately to any government directives in relation to situations involving national security and importance. Recruitment and training for the new unit will commence in 2012.

7.1.3 Detainee Rehabilitation and Reintegration Programs

Detainee rehabilitation is one of CS core functions. Rehabilitation programs however have been undertaken on an ad hoc basis in the past and are dependent on the wishes of those who conduct such programs. A more structured rehabilitation policy will be developed to guide CS and its stakeholders in respect of the number, types and importance of each program.

Although it is legally outside CS jurisdiction detainees reintegration programs have been conducted by CS officers in many of the institutions. These programs bring CS, its partners and communities to work more closely together. Success stories about such programs have been reported. CS participation in reintegration programs will be considered in the course of the review of the CS Act.

7.1.4 Establishment of Community Correction Centres

CS will be expanding its services to districts through the Community Correction Centres (CCC) (Rural Lock Up) roll out program. CS management of CCC is outlined in the DSP and DSIP and is guided by the Correctional Service CCC Policy. Between 17 and 20 CCCs will be operating by 2020 with the first such facility being built at Moreguina in Abau District, Central Province. It commences its full operation in 2012.

7.1.5 Infrastructure Rehabilitation and Re-development Program

All existing physical infrastructure from staff accommodation to detainee compounds which were built between the late 1950s and 1970s and which have outlived their usefulness will be replaced. Administrative buildings, water and sewerage systems, communications and detainee holding facilities will either be rehabilitated or demolished and replaced with new infrastructure. New houses and barracks will be constructed to accommodate newly recruited Officers and their families. A Correctional Service Staff Accommodation Rehabilitation Program 2012-2016+ is already in place for this purpose. National Government financial support for this programme is required in order to

commence implementation in 2012. Where necessary, CS will utilize its own technical officers and prisoner skills and labour to implement projects under this plan.

The current detainee holding facilities will be re-designed in line with changing legislations in order to meet the special needs of various categories of detainees such as female detainees with infants, mentally affected detainees, young detainees, remand detainees etc. Human Rights and Cross-Cutting Issues are also of paramount importance to CS and should be mainstreamed into CS core businesses. It will be necessary to build specially designed facilities for these detainees.

Construction of new state of the art facilities at Baisu (WHP), Boram (ESP), Kavieng (NIP) and Vanimo (WSP) should be achieved while planning for other similar facilities in Manus and Kiunga, will be progressed or commenced under this plan. Rationalization of the current number of institutions especially in the Highlands Region will be considered in view of the new state of the art facility in Baisu and the establishment of community correctional centres in the districts.

7.1.6 Information and Communication Technology Roll Out Program

CS has put in place a four year Information and Communication Technology (ICT) roll out project (2010-2014). The project is aimed at improving the capacity of radio and telephone communication and the roll out of information technology systems in all Correctional Institutions, Correctional Service Headquarters, and the CSTC. Establishment of various databases is an important component of this project. Implementation of this project will continue under this plan.

7.2 Partnership and Participatory Approach

While the CSSP 2011-2020 seeks to address these priority areas and many other challenges facing CS, its implementation is dependent on strengthening and forging strong partnerships with all government agencies, the private sector, non government organizations, churches and the community at large. Remand and convicted detainees, too must participate in this endeavour so that our common mission of changing their offending behaviour and reforming them as better citizens can be achieved.

This Strategic Plan therefore belongs in the first instance to all members of the Correctional Service especially in their primary role of humanely and securely containing detainees and rehabilitating them. However as CS cannot perform this task on its own so does this plan also belongs to anyone who is interested and willing to support CS with technical expertise or other services. The successful implementation of this plan therefore hinges on a **Partnership and Participatory Approach** (PPA). Through this approach the Sector vision of a just and safe and secure society will be realized. This in turn will contribute to the realization of the PNG Vision 2050 of a Smart, Wise, Fair, Healthy and Happy Society by 2050.

8. CORPORATE STRATEGIC PLANNING PROCESSES AND IMPLEMENTATION

Implementation of the 10 year Strategic Plan will be done on an annual basis through the CS Annual Activity and Implementation Plan (CSAAIP). CS Corporate Planning and Project Officers will coordinate with Divisional Heads, Branch Heads, Commanding Officers and Commandant to organize and facilitate the development of the CSAAIP. Transfer of skills and knowledge will be disseminated through planning workshops, monitoring workshops and evaluation workshops. This knowledge and skills will enable the responsible officers in Headquarter, Institutions and at the College to be able to develop their Institutions Plan for implementation annually.

The Planning process requires participation of every officer at the Institutional, Headquarter and College level to contribute, decide and prioritize activities for implementation at their respective levels on an annual basis. The activities as agreed to at the Institutional, Headquarter and College level should be linked clearly to the Strategies under respective Core Business Objectives in the CSSP 2020.



CORRECTIONAL SERVICE ANNUAL PLANNING CYCLE FOR SUCCESS

No	Activity Name	Dates
01	Annual Activity Implementation Plan (AAIP)/Budget Plan (BP)/Quarterly Financial Report	January
02	CS Planning Workshops on AAIP, Development and Recurrent Budget	Feb-early March
03	Presentation of Correctional Service Annual Performance Report	March
04	01 st Quarterly Financial and Development Projects review	End - March
05	Senior Managers Conference	Early April
06	Following year AAIP and BP and PFD commences	Mid April
07	Completion and submission of AAIP and PFDs (Development)	May - June
08	02 nd Quarterly Finance, Development, and AAIP review Mid-Term Review	End- May early June
09	Monitoring and Evaluation of AAIP	June-July
10	Completion of Recurrent Budget (RB)	July
11	Submission of RB and AAIP	August
12	Financial and Security Management Audit and Reports	August-September
13	03 rd Quarterly Finance, Development and AAIP Review	Early October
14	Budget Release	End - November
15	Post Budget Release Review	Early - December
16	Next Year AAIP/BP finalized	Mid-December
17	Current Year Annual Performance Report compilation and write-up	End - December
18	Closing of Accounts	End - December



9. CORRECTIONAL SERVICE CORE BUSINESS OBJECTIVES

9.1 Core Business Objective 1: Corporate Excellence in Correctional Services

Goal

To provide strong policies and programs targeting a well, balanced leaders and managers; a well trained and resourced manpower, sound and constructive legislation, and policies for better and improved management and administration of Correctional Service

Strategies

- 1.1. Rebuild Correctional Service Training College to Correctional Service Academy.
- 1.2. Develop Quality educational and leadership programs and courses to meet local and international standards of leadership, general management in correctional management and administration.
- 1.3. Maintain consistency in reviewing and revising Organizational Structure, Human Resource Development Program, and Human Resource Deployment programs on bi-annual basis.
- 1.4. Maintain unity and cohesiveness leading to healthy and friendly working environment.
- 1.5. Promote occupational health and safety in work place environment.
- 1.6. Maintain consistency in the development and implementation of policy and operating manuals.
- 1.7. Recruit Qualified Officers in the fields of technical, vocational, educational, social work, mental health, health services, industrial matters, chaplaincy services, and prison industries.
- 1.8. Recruit Community Correction Officers to work at Community Corrections Centres.
- 1.9. Review the Correctional Service Act and other enabling regulations and procedures.
- 1.10. Strengthen Correctional Service systems, procedures and processes on good management.
- 1.11. Improve Strategic Policies and Procedures, Research, Communications and Information Technology systems and Data Base systems.
- 1.12. Create Psychological and Social Services Branch and recruit specialist Officers to work in all Correctional Institutions.
- 1.13. Create positions for Chaplaincy Services and recruit qualified chaplains to work in all Correctional Institutions.
- 1.14. Create positions for Response Unit; Hostage Preventive Unit and Intelligence Unit and recruit and train outstanding officers to work in these strategic units.
- 1.15. Maintain regular management audit, security management audit, financial audit, performance monitoring and legislative and procedural compliances to improve and strengthen good governance and performance accountability.

Key Performance Indicators

- 1.1. New legislation, Policies and Procedures in place and implemented.
- 1.2. Well trained and Qualified Human resource placed in right positions.
- 1.3. Improved Employment Conditions for Members of Correctional Service.
- 1.4. High accessibility to timely communication and information services.
- 1.4. Low incidence of discrimination on Gender, HIV-AIDs and CCI in work place.
- 1.5. A leader in practising EEO principles.
- 1.6. Low number of complaints.
- 1.7. Low incidences of fraud and corruption.
- 1.8. Timely delivery of services to Members and Customers

9.2 Core Business Objective 2: Detainee Management and Containment Services

Goal

To provide programs which are proven to be effective in secure, humane containment and management of detainees in custody.

Strategies

- 2.1. Continue to improve and strengthen DetaineesqClassification and Segregation Processes.
- 2.2. Improve Detaineesqaccessibility to corrective Services.
- 2.3. Provide Detaineesqaccessibility to Health, Psychological and Social Services.
- 2.4. Improve Institutionsqsecurity and information services.
- 2.5. Improve operating manuals, systems and processes on Detainee Management and Containment.
- 2.6. Improve Detaineesqdietary, hygiene services, and sports and recreational programs.
- 2.7. Develop contingency strategies to contain and manage detainee riots, hostage-taking, gang-fights and unrest.
- 2.8. Explore options to improve Institutions and Detaineesqsecurity and containment through use of technology and special paramilitary training program.

Key Performance Indicators

- 2.1. High number of convicted detainees classified and segregated to separate facilities.
- 2.2. High number of Officers and Detainees accessing health and social services.
- 2.3. Low reduction in escape.
- 2.4. High number of detainees involved in Detainee Management and Development Programs
- 2.5. Low incidence of detainee complains.
- 2.6. High number of detainees successfully accessing legal and other privilege services.
- 2.7. High reduction in remand and convict population

9.3 Core Business Objective 3: Community Corrective Centres

Goal

To provide effective rehabilitation and re-integration programs and services through Community Corrective Centres-Community Participatory Approach leading to a successful re-integration of detainees to Society

Strategies

- 3.1. Improve the Quality and Effectiveness of Detainee Management and Development Programs in Participation through Community Corrections Systems.
- 3.2. Build better coordination, and understanding with Partners to increase detainee participation in community work programs and re-integration services.
- 3.3. Encourage reconciliation and mediation processes in harmony and consistent with formal and customary laws, Christian principles and local values.
- 3.4 Promote training and awareness on cross-cutting issues and on citizenship responsibility.

Key Performance Indicators

- 3.1. High number of detainees involved in community work program.
- 3.2. High number of detainees involved in re-integration and reconciliation activities.

9.4 Core Business Objective 4: Detainee Rehabilitation and Re-Integration Services

Goal

To provide rehabilitation and re-integration programs through effective provision of spiritual, educational, life skills, agriculture, and in vocational training focused on rebuilding, equipping and transforming detainees into better citizens.

Strategies

- 4.1. Develop and Implement Detainee Case Management System.
- 4.2. Develop and Implement Detainee Work and Up-skilling Programs.
- 4.3. Implement Detainee Community Work participation, Work-placement, and Pre-release Programs.
- 4.4. Implement Educational, Vocational and Technical Programs to advance development of skills and positive behaviour.
- 4.5. Promote advocacy, education and awareness on cross-cutting issues and good citizenship
- 4.6. Promote Cultural and Social programs for Detainees to participate in.
- 4.7. Promote Spiritual and Physical programs for Detainees to participate in.
- 4.8. Promote and strengthen mediation, reconciliation and peace-building participation between low risk detainees, victims, families and leaders.

Key Performance Indicators

- 4.1. High number of detainees involved in community work projects.
- 4.2. High number of detainees rehabilitated.
- 4.3. High number of Officers trained in security, detainee control and operational management.
- 4.4. High number of reconciliation and mediation cases conducted.

9.5 Core Business Objective 5: Strategic Partnership Coordination Services

Goal

To promote stakeholders partnership to support implementation of detainee rehabilitation and re-integration programs.

Strategies

- 5.1. Improve networking and partnership engagement with Law and Justice Sector Agencies, Government Agencies, Provincial Governments and Local Level Governments to support Detaineesqprograms.
- 5.2. Improve partnership with Private Sector Agencies to support Detaineesqprograms.
- 5.3. Improve networking and partnership engagement with Non-Government Organizations to support Detaineesqprograms.
- 5.4. Improve networking and partnership engagement with Civil Society to support Detaineesq programs.
- 5.5. Improve networking and partnership engagement with Corporate Organizations to support Detainees programs.
- 5.6. Improve networking and partnership with Churches and other Faith Based Organizations to support Detaineesqprograms.

Key Performance Indicators

- 5.1. Increase in StakeholdersqParticipation in Detainees programs and services.
- 5.2. High number of Officers and Detainees involved in community participatory activities.
- 5.3. High number of Detainees on Job attachments.

9.6 Core Business Objective 6: Infrastructure Development, Management and Sustainable Services

Goal

To provide an effective infrastructure program for accommodation, recreation, and for corporate and operational use.

Strategies

- 6.1. Demolish, Rebuild, Maintain and upgrade existing staff houses and detainee facilities.
- 6.2. Develop new facilities according to CS legislative requirements and according to international acceptable standards within PNG context to meet Human Rights needs.
- 6.3. Establish 4 major super-max institutions for high risk detainees.
- 6.4. Identify and reclassify existing Correctional Institutions and re-designate them to cater for low risk detainees, juveniles, female detainees and detainees with special needs.
- 6.5. Re-design and build Office buildings at all Correctional Institutions to cater for Office Administration, Detainees Properties and Records, Information and Communication needs.
- 6.6. Re-design and develop new Correctional Service Headquarter to commence in 2020.
- 6.7. Complete 17 Community Correctional Centres comprising of Office building, accommodation for Officers, Detainees holding facilities, recreational facilities, health facilities, chapel and other utility services.
- 6.8. Explore options to establish Correctional Remand Centres for remand detainees (adult males and females, juvenile males and females).
- 6.9. Build New Correctional Institutions for Manus, New Ireland, Central, Gulf, West Sepik and Western Provinces.
- 6.10. Explore options to build Correctional Institutions for JIWAKA and HELA Provinces to accommodate low risks detainees.

Key Performance Indicators

- 6.1. 10 % of existing buildings and utilities renovated and upgraded annually.
- 6.2. Increase in separation of holding facilities to accommodate detainees by gender, special needs and by risk categories.
- 6.3. New Correctional Service Headquarter built and occupied by 2022.
- 6.4. Design and Implementation of first Super-Max Institution by 2020.
- 6.5. Completion of 17 Community Corrections Centre by 2020.
- 6.6. Improved Assets Registry and Management Information system
- 6.7. Number of Institutions reclassified into farms and industries, technical and low risk centres.

9.7 Core Business Objective 7: Prison Industries Management and Administration Services

Goal

To provide an effective program for detainees' skills enhancement to contribute meaningfully through prison industries:

- *to sustain nutritional and healthy diet*
- *to gain advance technical and agricultural skills*
- *to provide service to Correctional Service and the Society*
- *to generate revenue to sustain rehabilitation and prison industries programmes*
- *to provide a window of opportunity for detainees to settle successfully back to the society.*

Strategies

- 7.1. Develop Prison Industries Strategy.
- 7.2. Create Prison Industries Divisional Structure under the Correctional Service Organisational Structure.
- 7.3. Coordinate Prison Industries and monitor progress in accordance with Correctional Service Strategic Plan 2011-2020 and Prison Industries Strategy.
- 7.4. Review, Evaluate, and re-organize current industries in each Correctional Institutions.
- 7.5. Assess the possibility of expanding existing industries that are viable and sustainable.
- 7.6. Eliminate, modify, or introduce new industries that are viable, sustainable.
- 7.7. Develop five years Prison Industries Business Plan.
- 7.8. Implement selective industries in selected correctional institutions.
- 7.9. Provide detainee development plan for detaineesqinvolvement in prison industries activities.
- 7.10. Develop detainee policy to guide the benefits from prison industries to detainees.

Key Performance Indicators

- 7.1. Completion of Prison Industry Policy.
- 7.2. Completion of Detainee Work-place Policy.
- 7.3. IndustriesqPriorities are implemented in selected correctional institutions.
- 7.4. High number of low risk detainees involved in prison industries activities.
- 7.5. High yield production for consumption and sale.

9.8 Core Business Objective 8: National Security Responsiveness

Goal

To protect the interests and affairs of the government, the people and the country through effective participatory as Members of Papua New Guinea Discipline Forces

Strategies

- 8.1. Develop Memorandum of Agreement between Royal Papua New Guinea Constabulary and Papua New Guinea Defence Force on working together as Members of Discipline Force.
- 8.2. Consult with Police and Defence to revive Joint Services College for Officer Cadet Training; Leadership and Management Training; Specialist Training and for Senior Non-Commissioned-Officers training.
- 8.4. Conduct Joint Exercises and training in preparation for National Government's authorised call-outs on natural disasters, civil disorders, national elections and national security.
- 8.5. Participate in other external duties as approved by the National Government.
- 8.6. Maintain a high standard of professional standard of command and control.
- 8.7. Establish Tactical Response Unit to respond and nullify threats to CS interests on hostage crises, prison riots and to attend to national threats.
- 8.8. Establish and equip CS Intelligence and Communication Centre to respond to analysis of threats to CS interests and to national interests.
- 8.9. Maintain yearly tactical training, mapping and map reading, plotting, drills and intelligence gathering for Officers at all CS Institutions.

Key Indicators

- 8.1. High number of Officers attending Joint Services programs.
- 8.2. High number of Officers trained for active service.
- 8.3. High professional work ethics to corporate and national duties.

10. POLICY LINKAGES AND ALIGNMENT

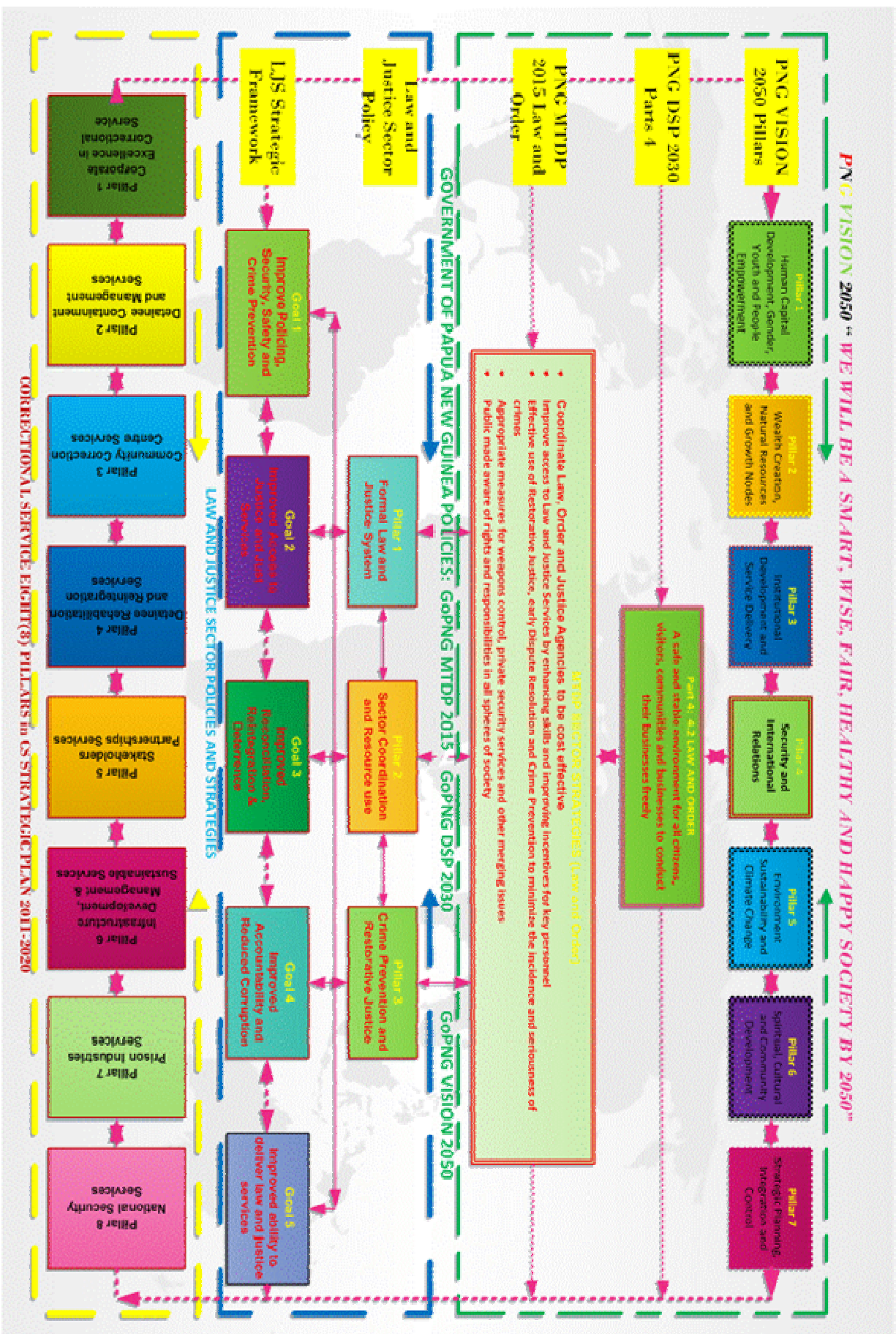
The over-arching policy alignment is linked to the CSSP 2011-2020. CSSP 2011-2020 has Eight Core Business Objectives: (1) Corporate Excellence in Correctional Services, (2) Detainee Management and Containment Services, (3) Community Corrections Centres, (4) Detainee Rehabilitation and Re-integration Services, (5) Strategic Partnership and Coordination Services, (6) Infrastructure Development, Management and Sustainable Services, (7) Prison Industries Services and (8) National Security Responsiveness.

These core business objectives are strongly linked to the PNG Vision 2050's seven Pillars, the PNG DSP 2030 Strategies on Law and Order, the PNG MTDP 2015 Alignment Plans, the three Pillars of the National Law and Justice Policy 2001, and the LJS Strategic Framework.

The relevance of the National Government Policies, the Law and Justice Sector Policies and Strategies provides the road to success. The CSSP 2011-2020 embraces these policies very strongly and is committed to be a partner to achieve the PNG Vision 2050 where ***"We will be a smart, wise, fair, healthy and happy Society by 2050"***. On the same breath, CS will maintain its desire to further meet its own ten year vision as the ***%Leader in Detainee Management and Transformation – Contributing Purposely to a just, safe and secure Papua New Guinea.+***



The policy coordination is demonstrated in Table 1 below.



11. PERFORMANCE FRAMEWORK INDICATORS

Knowing what Correctional Service does is very critical as well as important to the department, to the Government and the people of this country. Every citizen wants to know the successes or good results. To know the successes, the lessons we need to learn from and make changes, or to know what works best and what does not work is by putting in place the Performance Monitoring Framework (PMF).

In the Correctional Service Strategic Plan 2011-2020, 40 performance indicators have been chosen on the following reasons:

- Reporting tools are already in place and aligned to these Indicators.
- Senior Officers are familiar with these reporting tools.
- These tools are easy to use and are cost-sustainable.

11.1 What are the Performance Indicators?

The Performance Indicators are the measures put in place to describe how well Correctional Service is performing (by implementing the CSSP 2011-2020). They measure the impacts, outcomes, the outputs and inputs that are monitored during the implementation of the Annual Activity Plans.

The Indicators organize information in a way that clarifies the relationships between the Core Business Objectives outcomes, outputs, and inputs and help to identify problems that would impede the successful achievement of the CS Strategic Plans CBOs.

11.2 Are Performance Indicators Important?

Performance Indicators are important to measure the performance of what Correctional Service anticipated to achieve. Indicators help in describing and stating the reasons that contribute to the success of the projects, or, describe the reasons that impede the implementation of the projects. Indicators provide a better opportunity to know that we are achieving what we said we will achieve.

The indicators can only be verified through collecting the right kind of information and data aligned to the indicators. With this fourth Strategic Plan, the Indicators below have been re-aligned to specific reporting tools. This will allow Commanding Officers and senior managers and including activity-projects officers to report on the progress of various strategies being implemented under their delegated responsibilities.

These indicators will be reviewed consistently to allow for changes. Review of the indicators will run simultaneously with the review of the CSSP 2011-2020.

No	Performance Indicators by Core Business Objectives Indicators	Data Source
CBO 1	Corporate Excellence in Correctional Service	
Goal	To provide strong policies and programs targeting a well balanced leadership and managers, well trained and resourced manpower, sound and constructive legislation, and policies for better and improved management and administration of Correctional Service	
1.1.	New legislation, Policies and Procedures in place and implemented	CS APR
1.2.	Well trained and qualified Human resource placed in right positions	CS APR
1.3.	Improved Conditions for Members of Correctional Service	CS APR
1.4.	High accessibility to timely communication and information services	CS APR
1.5.	Low incidence of discrimination on Gender, HIV-AIDs and CCI in work place	CS APR
1.6.	A leader in practising EEO principles	CS APR
1.7.	Low incidence of fraud and corruption	CS APR
1.8.	Timely delivery of services to Members and Customers	CS APR
	High Corporate Excellence and Good Governance leading to Effective Service Delivery	OUTCOME
CBO 2	Detainee Management and Containment Services	
Goal	To provide programs which are proven to be effective in secure, humane containment and management of Detainees in custody	
2.1.	High number of Convicted Detainees classified and segregated to separate facilities	CS APR
2.2.	High number of Officers and Detainees accessing health and social services	CS APR
2.3.	Low reduction in escape	CS APR
2.4.	High number of detainees involved in Detainee Management and Development Programs	CS APR
2.5.	Low incidence of Detainee Complaints	CS APR
2.6.	High number of Detainees accessing legal and other services	CS APR
2.7.	High reduction in remand and convict population	CS APR
	Highest number of Detainees Accessing Quality Services in Correctional Institutions	OUTCOME
CBO 3	Community Correction Centres	
Goal	To provide programs and services through detainee-community participatory approach leading to a successful re-integration of detainees to society	
3.1.	High number of Detainees involved in Community Work Program	CS APR
3.2.	High number of Detainees involved in re-integration and reconciliation activities	CS APR
	Highest number of Convicted Detainees involved in Community Programs	OUTCOME
CBO 4	Detainee Rehabilitation and Re-integration Services	
Goal	To provide rehabilitation and re-integration programs through effective provision of spiritual, educational, life skills, agriculture, and in vocational training focused on rebuilding, equipping and transforming detainees into better citizens	
4.1.	High number of Detainees involved in Community Work Projects	CS APR
4.2.	High number of detainees rehabilitated	CS APR
4.3.	High number of Officers trained in security, detainee control and operational management	CS APR
4.4.	High number of reconciliation and mediation cases conducted	CS APR
	Highest number of Convicted Detainees Rehabilitated back into the Society	OUTCOME

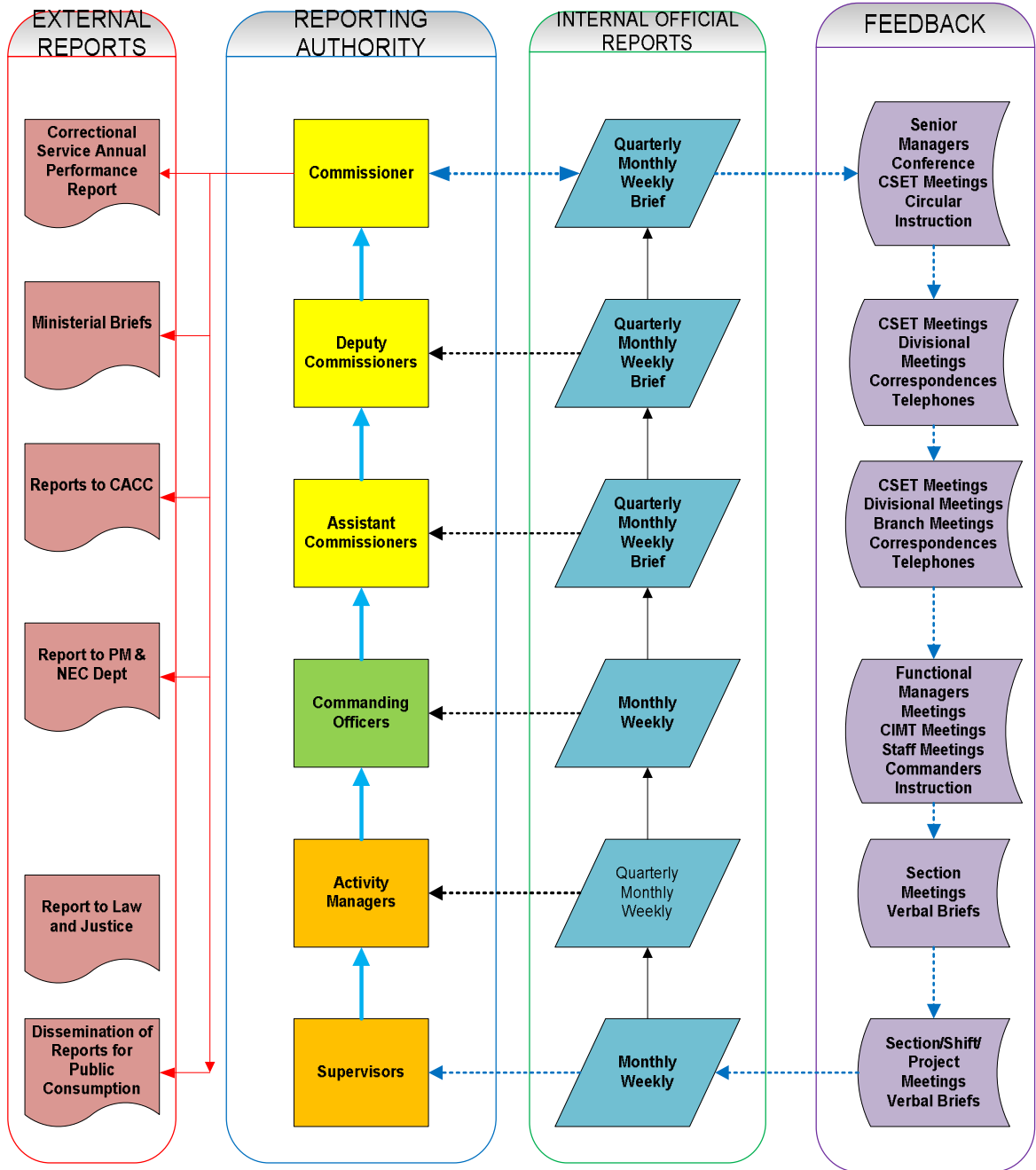
CBO 5	Strategic Partnership and Coordination Services	
Goal	To promote stakeholders partnership to support implementation of detainee rehabilitation and re-integration programs	
5.1.	Increase in Stakeholders participation in Detainees programs and services	CS APR
5.2.	High number of Detainees and Officers involved in Community participatory Activities	CS APR
5.3.	High number of Detainees on job attachments	CS APR
	Increase in number of programs and activities introduced to CS by Partners	OUTCOME
CBO 6	Infrastructure Development, Management and Sustainable Services	
Goal	To provide and effective infrastructure for accommodation, recreation, and for corporate and operational use.	
6.1.	10% of buildings and utilities renovated and upgraded annually	CS APR
6.2.	Increase in separation of holding facilities to accommodate detainees by gender, special needs and risk category	CS APR
6.3.	New Correctional Service Headquarter built and occupied by 2022	CS APR
6.4.	Design and Implementation of first Super-Max Institution by 2020	CS APR
6.5.	Completion of 17 Community Corrective Centres by 2020	CS APR
	Improved Assets Registry and Management Information system	CS APR
	Number of Institutions reclassified into farms and industries, technical and low risk centres	CS APR
	A User-friendly infrastructure in place for use by Correctional Service	OUTCOME
CBO 7	Prison Industries Management and Administrative Services	
Goal	To provide an effective program for detainees' skills enhancement to contribute meaningfully to prison industries	
7.1.	Completion of Prison Industries Policy	CS APR
7.2.	Completion of Detainee Work Place Policy	CS APR
7.3.	IndustriesqPriorities are implemented in selected Institutions	CS APR
7.4.	High number of low risks detainees involved in prison industries	CS APR
7.5.	High yield production for consumption and sale	CS APR
	Industrious Human Resource contributing to National Development	OUTCOME
CBO 8	National Security Responsiveness	
Goal	To protect the interest and affairs of the government, the people, and the country through effective participatory as Members of Papua New Guinea Discipline Forces	
8.1	High number of Officers attending Joint Service programs	CS APR
8.2	Officers trained and active service	CS APR
8.3	High professional work ethics to corporate and national duties	CS APR
	Professionally trained and committed discipline force officers available for national duties	OUTCOME

Table 2: Correctional Service Performance Monitoring Framework

AUTHENTICATION ON REPORTS AND RESPONSIBILITIES

CORRECTIONAL SERVICE REPORTING AND FEEDBACK PROCESS

7/22/2011



COMMISSIONER'S AUTHORITY IN DISSEMINATION OF REPORTS

All External Reports are issued to and by the Commissioner

All Commanding Officers, officers at the middle management and supervisory levels to report against their Annual Activity Plans on monthly and quarterly periods. Regular reports and briefs to the CSET and to Commissioner will be consistently maintained. All supervisors from industries to operations at the Correctional Institutions will provide their report to their Functional Managers/Manageress and to their Commanding Officers. These reports constitute the **Institution Annual Performance Report+** (Report from Correctional Institution). Commanding Officers in-turn will provide Monthly and Quarterly briefs to their Regional Assistant Commissioners who will then provide a final report to the Commissioner and Deputy Commissioners. Copies of these reports should go to Assistant Commissioner, Strategic Development and Performance Coordination Branch and Assistant Commissioner Personnel, Finance and Administration. Commandant for CSTC, Commanding Officer for Headquarter and all Middle Management Officers at CS Headquarter should provide monthly and quarterly reports to their respective Assistant Commissioners and Deputy Commissioner Corporate Affairs. The CSET will provide final copies of the report to the Commissioner.

Compilation and collation of these reports will constitute the Correctional Service APR for each operating year.

11.3 Annual Performance Reports

Correctional Service is mandated to provide its Annual Performance Report for each operational year. This report should be available to the Parliament and the public domain by March of the following operating year.

11.4 Reporting Tools

Existing Reporting tools in place for use are:

- Monthly Report Packs
 - Monthly Transport Returns
 - Monthly Staff Returns
 - Monthly Detainees Rolls and Returns
 - Weekly Detainee Statistics
 - Monthly Detainee Escape Reports
 - Management and Investigation Reports
 - Internal Audit Management Reports
 - Monthly Staff Discipline Reports
 - Quarterly Reports from Institutions, CSTC and CS Headquarter
 - Other formal reports
- ❖ **All responsible officers should maximise these tools to report on programs, projects and activities conducted in their area of responsibilities.**

12. BUDGET DEVELOPMENT

Correctional Service Budget is driven by the CSSP 2011-2020. The budget is framed and aligned to meet the anticipated development and recurrent-operational and administrative requirements of the Eight Core Business Objectives in CSSP 2011-2020.

CS acknowledges ongoing financial support from Provincial Governments and including direct support from Members of Parliament on financial grants to support the operations of provincial correctional institutions. CS will ensure the interest of provincial governments and districts under their Provincial Corporate or Strategic Development Plans and Annual Plans will be met as CS aligns its annual activity plans to support the initiatives at the provincial and district levels.

CS further acknowledges external funding sources through donor countries, international humanitarian agencies, non-government organizations that are contributing meaningfully to the welfare and rehabilitation of detainees in Correctional Service. Again CS would like to see that all partners to work and complement each other to support CS policies and the policies of the National Government.

Current to future major impact projects in infrastructure, manpower increase and ongoing training, and the imminent review to CS legislations as well as the dynamic changes to government policies will play a major role in how CS formulate its annual recurrent and development budget. Internally CS will work towards improving its budget framework through preparing a budget strategy that will complement the CSSP 2011-2020. CS will ensure that the budget preparation will commence in the first 3 months of the year to coincide with the CSAaip. The CSAaip and the Budget Plan (BP) should be completed by May each year for final endorsement by the CSET prior to the Commissioner and his/her delegates to present the budget to the Budget Screening Committee in August-September financial year.

Overall guiding government documents to help and guide CS budget preparations are the:

- Medium Term Fiscal Strategy 2008-2012
- Medium Term Development Strategy 2010-2015
- Medium Term Development Plan 2011-2015
- Other major government policies and strategies
- Future Government policies and priorities
- Future National Economic Policies and Priorities

13. GOOD GOVERNANCE AND COMPLIANCES PROCESS

- Success of CS hinges entirely on the successful implementation of the CSAAIP. This means leaders at the departmental level, senior executive level, commanding officers level and down to supervisory level are well versed with their roles and responsibilities. Leaders committed to serve CS with all their abilities and capabilities will contribute effectively when they know and comprehend the expectations they are mandated to fulfil.
- Clear delegation of administrative and financial powers by Commissioner to Deputy Commissioners, Assistant Commissioners, Activity Managers, Commanding Officers, and Commandant is important to allow for these Divisional and Commanding Officers and Activity Managers to exercise their authority and responsibilities in line with all government laws, procedures and systems, to make sure that CSAAIP is implemented timely.
- CSAAIP will be the guiding annual implementation framework they will comply with, to fulfil the desired vision of CS SP 2020. The allocation of resources at the respective leadership, management and supervisory level should be well tied to, and used correctly to ensure that the approved activities in the CSAAIP are implemented successfully.
- Timely monitoring of activities by Commissioner, Deputy Commissioners, Commanding Officers, Commandant, Managers, and Supervisors at unit level is critical to ensure that implementation progress is not short-circuited. All responsible activity managers at various management levels (low to higher levels of responsibilities) are obliged to report directly to their respective Superiors on progress and lessons noted. Communication through all communication modes of contact should be maintained consistently so that right and correct information at policy to routine matters are communicated in a timely manner to all recipients for information, action, and for reporting.
- Compliance to all legislative, policies, strategies, systems and procedural requirements should be complied with at all processes and decision making points. Most notably are the procurements of goods and services which should follow correct financial procedures. Financial reports and APR should be promptly attended to, finalized and delivered to the government on a timely basis.
- Success depends on fairness, honesty, trust, respect for authority and individuals, and providing a healthy and harmonious working culture.
- Flow of services will become more practical, easy, realistic and delivered timely when the above processes are complied to by correctional officers.

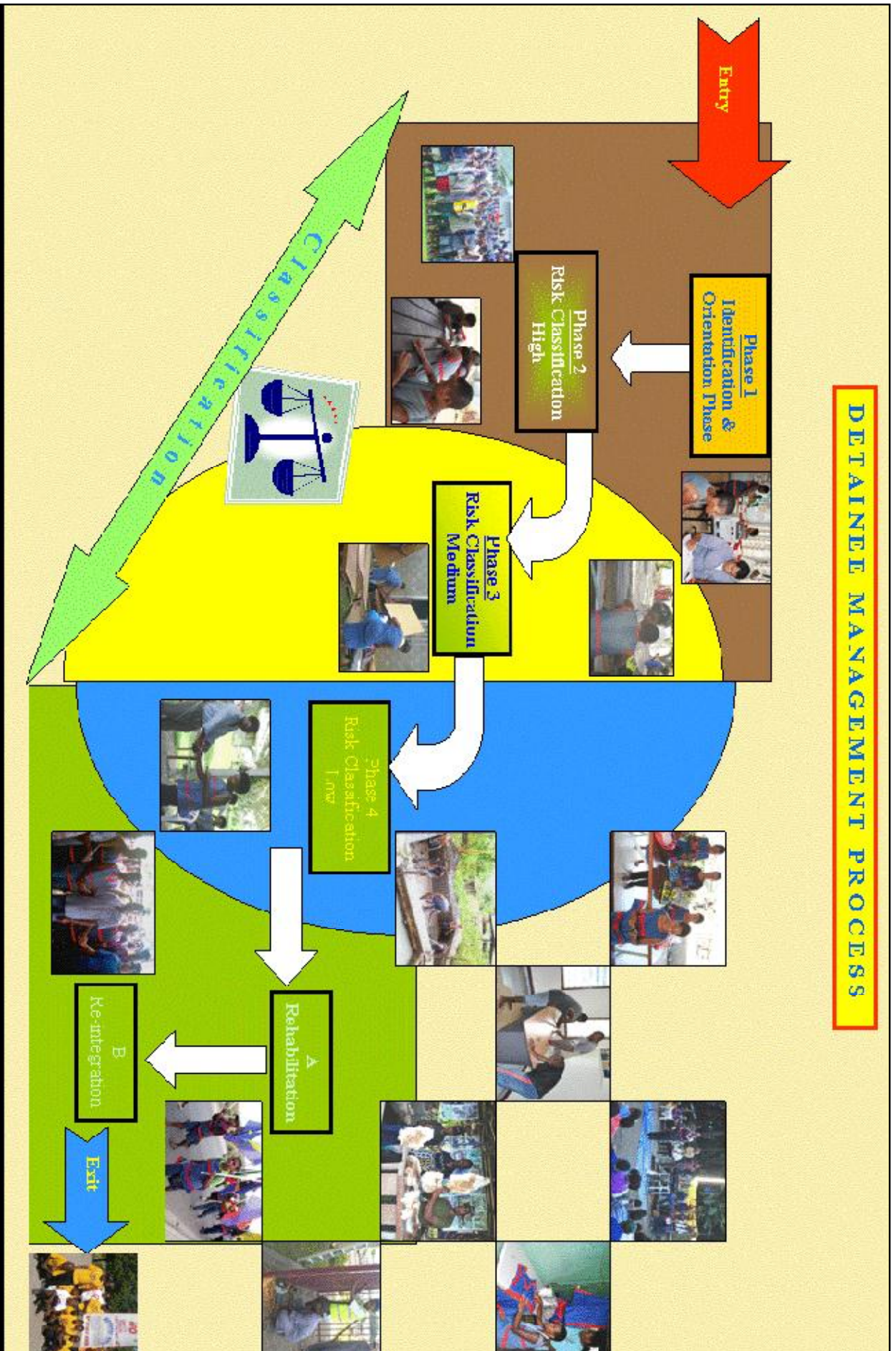


DETAINEE MANAGEMENT AND DEVELOPMENT PLAN

PNPGCS - DETAINEE MANAGEMENT AND DEVELOPMENT PLAN 11/23/2019



DETAINEE MANAGEMENT PROCESS



Annex 1: Correctional Service's Code of Conduct

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

Loyalty

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

Honesty and Integrity

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

Respect

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

Discipline

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

Confidentiality

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

Excellence

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

Morality

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

Use of Office

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

Fairness

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

Acceptance

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

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

Annex 2

Papua New Guinea National Anthem

Verse 1

O, arise all you sons of this land
Let us sing of our joy to be free
Praising God and rejoicing to be
Papua New Guinea

Chorus 1

Shout our name from the mountain to sea
Papua New Guinea
Let us raise our voices and proclaim
Papua New Guinea

Verse 2

Now give thanks to the good LORD above
For His kindness, His wisdom and love
For this land of our fathers so free
Papua New Guinea

Chorus 2

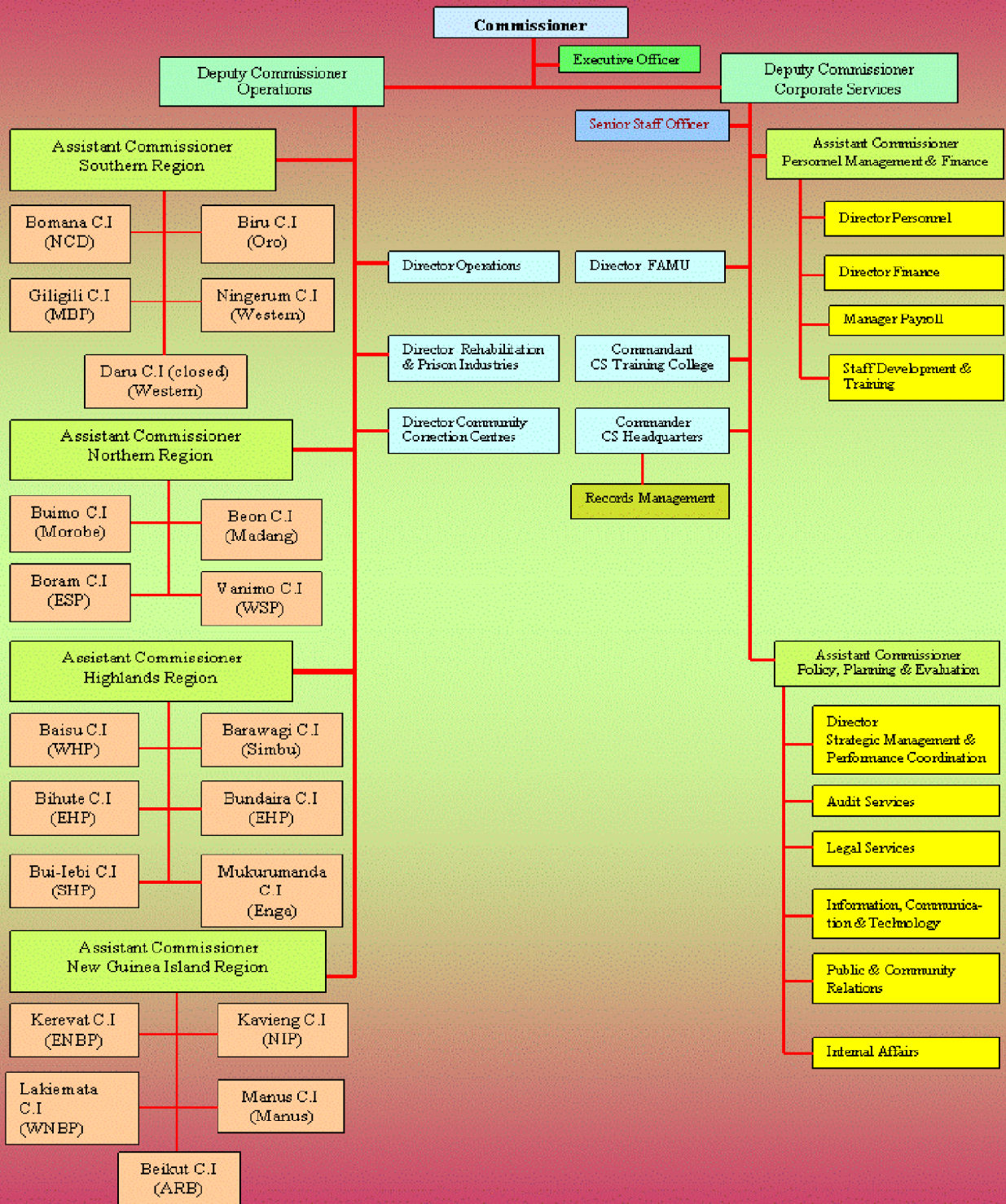
Shout again for the whole world to hear
Papua New Guinea
We are independent, and We are free
Papua New Guinea

Papua New Guinea National Unity Pledge

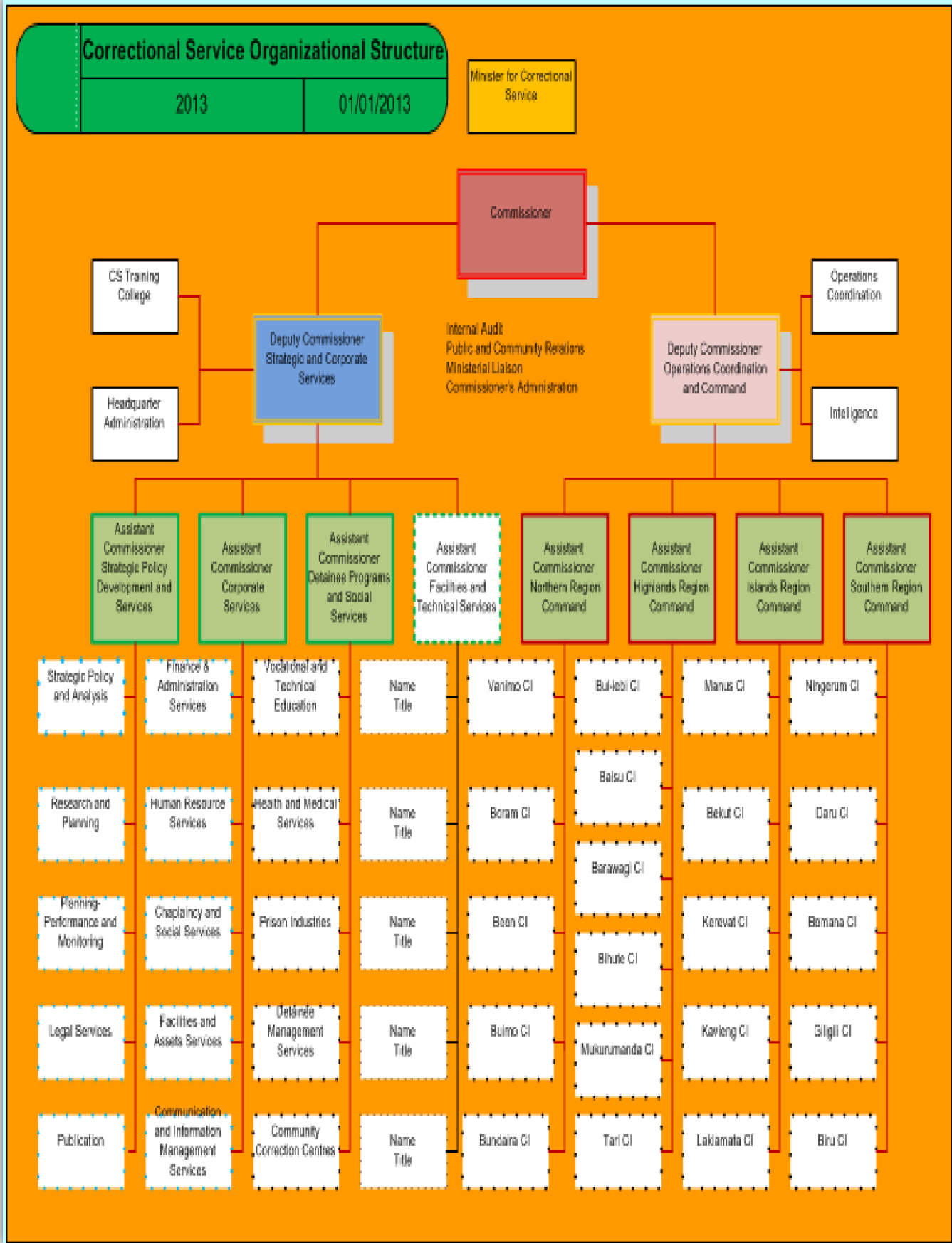
We, the People of Papua New Guinea
Pledge ourselves, united in One Nation
We pay homage to our cultural heritage,
The source of our strength
We pledge to build a democratic society,
Based on Justice, Equality, Respect, and
Prosperity for our People
We pledge to stand together as;
One People
One Nation,
One Country.
God bless Papua New Guinea

CURRENT STRUCTURE

CORRECTIONAL SERVICE ORGANIZATIONAL STRUCTURE



PROPOSED STRUCTURE





Special Tribute to **DOMINIC TOMAR MBE, DCS**
Deputy Commissioner Corporate Affairs

He is a special breed in the school of Leaders and shall be remembered as the Leader in Planning in Correctional Service since 1993. A Man of Future; who has walked and amassed experiences from the past; living in the present; and who continues to design the path from the present to shape the future.

A man of great stature, integrity and intelligence and yet so humble. He was, is and will always be the pillar for rest, security and peace amidst all the ethnic and regional turmoils. He was a man of extraordinary tolerance and a strong foundation for national unity. He maintains the zeal of building all nations into one country as shown in his entire career with Correctional Service.

There will always be the NATIONAL ANTHEM AND THE NATIONAL PLEDGE in every workshops, seminars, and meeting he organizes. He walks the talk as the Leader amongst other leaders. He was and is a man of great wisdom and a visionary leader. He is so passionate in what he says because of his strong beliefs in strong leadership, in compliance, in accountability, and good governance. He maintains this stand in Correctional Service, within the Law and Justice Sector, when engaging with Provincial Government leaders, National Leaders and anyone he is invited to present his thoughts. He reaches down to schools, communities, churches and to families as an ambassador of maintaining law and order, holding on to good community social and Christian principles so that we can have a just, safe and secure society.

He has gone through so many storms in his illustrious career with the Department of Correctional Service and yet he has never let these stressful trials and persecutions to bog him down. He continues to overcome every obstacle because of his commitment to see Correctional Service become the best organization. He marches on..... for his days shall not end.

He is one of the pioneers of the Papua New Guinea Law and Justice Sector Program. The success of the program in the country today has emanated from his beliefs to see all the agencies work together through communication, consultation and be more sector oriented rather than become detached in limbo.

He is the longest serving Assistant Commissioner with over 15 years and bowing out gracefully as the Deputy Commissioner. He is called the “ancestor” to the Papua New Guinea Law and Justice Sector Program.

All he had yearned to see is for Correctional Service and the Law and Justice Sector Agencies become more prudent strategically, see the future clearly and use all the resources wisely in order to achieve what we anticipated to achieve. As he always say: “WITHOUT PLANNING – WE WILL FAIL” and “SUCCESS DRIVES ON GOOD LEADERSHIP AND COMMITTED MANAGERS.

He is the pioneer in Planning in Correctional Service. By the merciful and wonderful grace of the Almighty God – this man has contributed immensely to the development of Law and Justice Sector and to Correctional Service with high excellence.

Thank you Sir.

Developed by:

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Policy Planning & Evaluation



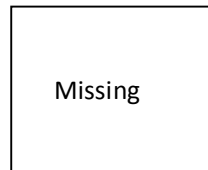
Senior Inspector Francesca Marengo
Senior Research Officer
Policy and Planning



Mr. Kautil Mileng
Manager
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Senior Inspector Job Tamoko
Manager Security/Operations
Bomana C.I



Senior Inspector Dominic Charah
Acting Director Training
Personnel Management & Training



Lance Corporal Joseph Sila
Editor, Media Information
Officer & Photographer
Public & Community Relations

Map indicating Corrective Institutions in Provincial Centres of Papua New Guinea.

Correctional Institutions are denoted in blue letters.

